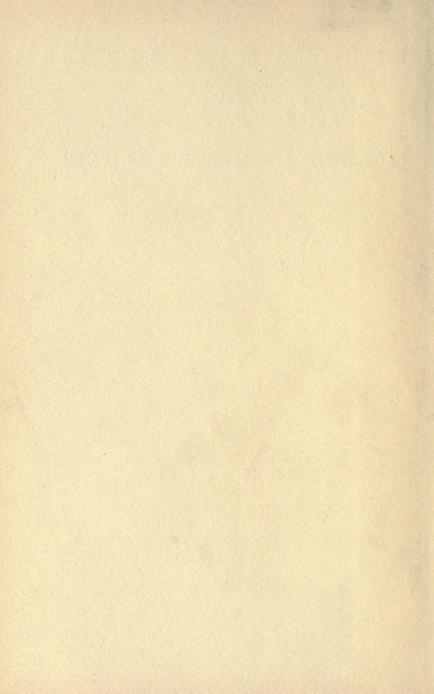
ADVERTISING LING THE CONSUMER



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ADVERTISING-SELLING THE CONSUMER



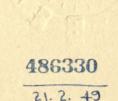


ADVERTISING

SELLING THE CONSUMER

BY JOHN LEE MAHIN





DOUBLEDAY, PAGE & COMPANY
FOR

THE ASSOCIATED ADVERTISING CLUBS
OF THE WORLD

1914

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INTRODUCTION

Early in the spring of 1910, Dr. Willard R. Hotchkiss asked me to take an evening class in advertising at the School of Commerce which Northwestern University had just established.

In a general way, I grouped the subject matter under ten heads, one of which was covered each week in a preliminary talk. This was supplemented by an informal discussion—my answers to questions put by the students.

The chapters which follow are based upon notes made at these classroom talks, and from lectures delivered before the Universities of Chicago, Wisconsin, Michigan, Illinois, Minnesota, and Washington.

Advertising as a means of influencing human beings through groups presents its most interesting characteristics.

It is by comprehending the group spirit and working in harmony with it that the greatest achievements in advertising have been made.

If this book shall serve truthfully and adequately to introduce the reader to a profession which is fascinating, constructive, and growing, it will have fulfilled its purpose.

JOHN LEE MAHIN.

Chicago, Illinois, February 26, 1914.



ADVERTISING—SELLING THE CONSUMER



CHAPTER I

THE COMMERCIAL STATUS OF ADVERTISING

THIS is the age of advertising. Within the memory of older men the ambitious youth was urged to enter the church or the army, to study law or the sciences. Now business is generally recognized as a world-dominating science. It is becoming more and more intricate and complex, and constantly calls for a higher grade of intelligence.

In its elemental form, commerce is little more than the hewing of wood and the drawing of water, and trading in the simple things necessary to sustain a low order of physical life. It is only when it comes to grappling with our enormous wheat, corn, and cotton crops and the products of our mines and factories that it begins to demand and give substantial rewards for brain power which can organize equipment, devise ways and means, and execute.

In its crude state war does not call forth our admiration. When it means butchery, it is hideous. It is only tolerable when it is the expression of the undivided will—the group spirit—of a nation. When it is determined and reverent resistance to wrong, it is grand. In war the master-mind is an incarnation

of the national group spirit and the expression of its purpose. Alexander, Cæsar, Napoleon, Washington, and Grant understood the laws which hold human beings together in groups.

They knew how to present their ideas to these groups—that made them leaders. They got and held the confidence of the nation and of the Understanding army. They shifted soldiers about as an the Group expert chess-player moves his mimic warSpirit Makes riors; they won and have held the admiraLeaders of tion of mankind because their achievements give them clear title to it.

So, too, with the master-minds of commerce. The problems of production and distribution, the elimination of waste and famine, the gathering of the products of the world, and putting them where they are accessible to all—these problems call for brain power.

But to the mind that has creative ability, commerce, satisfied with ordinary profit and passively awaiting the dictum of the capricious taste of mankind, still falls far short of the ideal.

Having gathered the products of industry, ing Creates commerce changes their form and character, fashions them into articles specially suited for the higher needs of men and women. Then, by arousing interest, creating desire, educating taste, stimulating appetite, and developing new wants, advertising makes a stable market for them.

The standard of living has been raised by this

process until it includes as necessities articles the need of which was unknown to the grandparents of the present generation.

In doing this, commerce has had the help of a power which the trader did not possess. Its skill, thought, resource, and judgment, virile energy, largeness of vision and equipment, when combined with the creative force which accomplishes things, is called advertising.

In giving orders to manufacturers for six months or a year in advance, the merchant who does not advertise makes a shrewd guess at what the public is going to want. He deals with conditions as he finds them.

Advertising creates conditions. It establishes stable business conditions, and upon them attains Advertising its highest development. It can solve all ing Holds sorts of commercial problems, because it Public knows how to influence human minds in Mind groups. It will produce active desire where none existed, or at least only a latent variety. By suggestion, advertising can create among people well-defined habits which the alert commercial mind takes advantage of in building and fostering a business.

There are people who think that the display of words and pictures in newspapers is advertising. Such individuals would probably call him a merchant who mechanically hands a cake of soap to a customer. But advertising is not merely spending money for magazine, newspaper, street-car, and outdoor space.

It is the accomplishment of definite purposes—by molding the minds of groups of people.

Two sharp distinctions must be made when we attempt to decide whether or not an article may be

How to Decide Whether or Not an Article May Be Profitably advertised and then manufactured in large quantities and then manufactured (i. e., so changed in form that the identity and knowledge of the source of supply of the Profitably component parts is lost), raw materials cannot be advertised as profitably, at a large outlay, as can articles of smallretail value sold in packages and capable of being used by almost every family.

Raw materials are usually bought by experts who have explored the market carefully. All that advertising can do here is to teach how the goods can be utilized to the profit of the purchaser, thereby increasing the demand; or, by constantly demonstrating the superior quality of the merchandise, either get a preference, at the same price, over competing goods, or a slight increase in profit. In selling such goods, the number of possible customers is known, and the personality of a competent salesman is usually the best form of advertising for them.

There are salesmen, however, and people who are called salesmen. The man who directs a large business in accordance with certain definite principles should see to it that his customers get the benefit of them. Some form of regular communication is recommended, in the form of printed matter, between the moving spirit of an organization and the cus-

tomer. The salesman should close sales; the missionary work usually can be done best with printers' ink.

It is in making known and selling articles of everyday use to the average family—the small-

Incomes est of the groups—that modern methods Divide of advertising have been most successful. People An able statistician claims that of the into Groups 20,689,000 families in the United States, but 6.8 per cent. have incomes exceeding \$3,000 a year.* This figure includes both the proceeds of invested capital and the earnings of the entire family. When we consider how many articles can be bought only by families having an income of \$3,000, and that only 6.8 per cent. of the population are possible purchasers, the problem of the advertiser is to spend his appropriation so that it will reach as nearly as possible only the class to which his goods will appeal. In such case, a class magazine of national circulation might have been less waste circulation than a local paper.

The statistician referred to claims that 27.8 per cent. of the total number of American families live on less than \$400 a year; and that 46.3 per Advertising cent. live on less than \$600 a year.* It is Successes Are Article plain, therefore, that an article which sells as cles of freely to the family of small means as it does Ratail to the well-to-do is in less danger of being value exploited in publications where there would be waste. It may also explain why the biggest

^{* &}quot;Mahin Advertising Data Book," 1913-14, p. 413.

advertising successes have been articles of small retail value which are within reach of the masses.

Desire to own an automobile may be implanted in the mind of a man whose annual income is less than \$400. But it is not probable that, as far as this individual is concerned, the advertising which created that desire will be profitable for the advertiser. On the other hand, advertising a rag-carpet loom brings good returns in a publication read by people of small incomes, but might never get an inquiry from the readers of such magazines as World's Work, Harper's, The Century, and Scribner's.

There are 22,141 publications* in the United States, 58,000 street cars, and millions of square feet of bill-

boards and dead walls. The man who can afford to advertise has plenty of opportu
Groups the Problem of Space Buyers space buying is desirable, if satisfactory results are to be had.

Too frequently advertising is viewed superficially. Very few advertising men have gone deeper into their own business than to note certain phenomena and assert that history will repeat itself. An analysis of conditions and the forces which have brought them about is seldom attempted. Such men are gamblers in every sense of the word. They speak of advertising effort as "playing the game."

Few publishers understand the value of the advertising space they produce. Too many regard it as

[&]quot;Mahin Advertising Data Book," 1913-14, p. 427.

merchandise to be sold to whomsoever comes at whatever price the market will permit. Some will make a fixed price and let the matter rest there. A very few study out the service possibilities of the space, and by systematic effort develop and maintain an advertising constituency in such harmony with the group creating and conserving characteristics of publications that advertisements become of value to the readers because they are adapted to their tastes, requirements, and conditions.

Advertising does not consist merely in attracting attention. It must get the attention of the right kind of people in a way which will produce Must At-sales for the article advertised. All possible tract the Right Buying rious and subtle manifestations, the influence of affirmation, argument, color, suggestion, or an appeal to the imagination and sentiments, must enter into the deliberations of the man who plans and executes an advertising campaign.

In spite of the prevalence of mistaken ideas about advertising and its true functions, about \$616,000,000 is spent for advertising each year. ("Selling Forces," Curtis Publishing Company, 1913, page 40.) Much of it is intelligently spent. The men who have made a success of advertising do not think it a matter of luck; they know that its powers are subject to certain laws. Illustration, words, and space, and the cost of them, while weighed and considered, have been subordinated to the main purpose of producing

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a mental impression. The place of advertising in modern business is secure. Our merchant princes and captains of industry and distribution cannot get along without it, because advertising is to the selling of goods what modern machinery is to their manufacture.

There is a fine distinction between the effect of advertising on the final purchaser and upon the intermediate handler of the product. The man mediate handler of the product. The man who buys a hat to wear is not at all in the Consumer position of the man who buys it to sell again. The latter is the dealer. Strange as it may seem, the most common mistake manufacturers make is that of regarding the dealer as a consumer.

The dealer buys a hat to make a profit in selling it again. Two considerations appeal to him—price and a quality for which he can establish a permanent trade. Style is valuable to him only as it is valued by the man who buys from him. Shape, color, and trimmings are not in any sense a matter of the dealer's individual taste—if his customers have definite ideas on these subjects themselves.

The man who buys a hat to wear may think he is buying it because he has to. The habit of wearing hats is evidence of skilful advertising years ago.

Advertising Creates An independent man would wear a hood, and Fixes or a searf; or let his hair grow, and do without a hat. But other men have decided what he is to wear. He may exercise some selection as far as color, shape, and style are concerned;

but it is confined to what is placed before him. He may buy a broad-brimmed, soft hat, because he admires a certain ex-president who wears one; he may buy a hat to please a woman; or he may select one which ministers to his own vanity. In any case, his selection depends upon something which another has forced on his mind, and it is with the study, comprehension, and utilization of the things which cause such impressions that the manufacturer of hats should concern himself as soon as he has mastered the mechanical problems of his factory.

Advertising gives a manufacturer power to produce trade for the thing he is best equipped to make. It eliminates competition. It creates, forces, persuades, builds. It makes things happen. It is so many-sided that it deserves the attention of each department of every business organization. Advertising produces desire; gratified desire produces habit; and habit produces business.

It does more. It makes sales. The brainy salesman gets a larger field for usefulness and more pay when he cooperates with advertising, and while

making more money for himself reduces the Advertising cost of selling which includes both personal Makes Possible salesmanship and advertising. Small

Capital and Re-

duced Selling

Cost

The man who advertises gets along on less capital and saves on interest charges. That is because a business which advertises is produced more by creating business conditions,

instead of by adapting its affairs entirely to them.

Collections can be closer, for advertising puts the purchaser in the position of seeking the goods.

Retailers find that advertising brings purchasers to the store earlier in the day than they would otherwise come. Rent, clerk hire, insurance, all the fixed expenses of a business, must be met before the profits are counted. A store which is rushed with customers from eleven until five has but six hours of business. Advertising bargains and special sales bring customers two and sometimes three hours earlier, without increasing the fixed expense for these hours.

Advertising has educational value also. It teaches people, before they come to the store, what they want to buy. Part of their shopping is done before they leave home.

One salesman is able to wait on more customers, thus lowering the selling cost per customer.

Many stores have acquired the confidence of large groups of people in their newspaper announcements. The taste of these regular customers is molded to a considerable degree, and the buyers for the store can get lower prices because they can place larger orders, for they know that the advertising of the house will

create a demand for the large purchases they

Department have made.

Store
Advertising
Gets Most store, if he be shrewd, will separate his trade
Productive
Results
into several groups and influence each by
advertising. A certain number want high
class and exclusiveness; another class spends its sur-

plus cash for bargains, no matter what they are. He finds a best method for reaching each group. This plan makes it possible for him to counteract the errors of a too sanguine buyer and to take advantage of a manufacturer's mistakes in judgment in over-producing.

Advertising is not material substance. It is service. The true advertiser and the advertising man never forget that space is less important Advertising than service. Ideas are paramount. Not a Material purpose of an advertisement should be clear Substance but Ser- and definite. It must be kept in mind vice to a constantly during the planning and execu-Group tion of the details by which it is to be effected. Space, type, words, and pictures are merely tools which the master workman uses in expressing an idea. The finished work of an advertiser is not a material substance which can be seen with eves and touched with hands, but a definite, positive impression in the minds of possible buyers which is reflected in the voluntary purchase of the goods which the advertiser wishes to sell.

REFERENCES FOR CHAPTER I

"Modern Advertising," 1905 (D. Appleton & Company, New York), by Calkins and Halden, contains much illuminating historical matter, and was up to date in every particular when it was printed. The advance in the advertising business within nine years can be measured by reading it carefully.

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"Advertising as a Business Force," 1913 (Doubleday, Page & Company, Garden City, N. Y.), is an up-to-the-minute review and compilation by Paul Terry Cherington, instructor in commercial organization in the Graduate School of Business Administration, Harvard University. It deserves careful study because it shows how present-day advertising impresses a thoughtful onlooker.

"The Science of Advertising," 1910 (Duffield & Company, New York), by Edwin Balmer, with the counsel of Thomas Balmer, is a book of illuminating analysis based on concrete experiences and established principles. It is both informative and thought

stimulating.

"The Library of Advertising," seven volumes, 1911 (Cree Publishing Company, Chicago), compiled by A. P. Johnson, presents the views of sixty-four men who have made good in the various phases of advertising. As a whole, the books contain much valuable information, and will give the student food for thought for some time if he attempts to reconcile conflicting opinions.

A well-equipped advertising library would contain all the issues of *Printers' Ink* (weekly), *Advertising and Selling* (monthly), the *Mail Order Journal* (monthly), and *Standard Advertising* (monthly). These publications must be read regularly, if one is to keep up to date. They cover the field admirably. Several publications put out by special interests contain much that is interesting and valuable.

COMMERCIAL STATUS OF ADVERTISING 15

The statistics quoted in this chapter and elsewhere in this book, unless otherwise noted, are from the 1913-1914 edition of the "Mahin Advertising Data Book."

CHAPTER II

HOW MARKETS BENEFIT BOTH CONSUMER AND PRODUCER

GRAPHIC demonstration of the value of markets is given any man who hunts big game in the Canadian wilds. His whole labor is required to transport a few miles a day himself and the supplies he brings in with him. There are no mills or factories where he can market his labor for money with which he can secure transportation at 2 cents a mile on steam railroads, or 5 cents for as many as eight miles on street cars, which are markets where transportation is offered for sale. Nor are there stores to supply clothing, nor are there hotels which market shelter and food. He has his physical strength and his brain in the woods, but he can scarcely command sustenance with them. A day's labor commands a greater variety and abundance of comforts and luxuries the nearer it is performed The Mar- to highly developed markets.

The Markets Based It is no uncommon experience for a man on the Group to find food products selling at the same price in the section where they are produced as on South Water Street in Chicago. This

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is because South Water Street is a highly developed and specialized market, and fruits and vegetables flow to it as naturally as the magnetic needle points to the North Pole.

A market is nothing more or less than a group of purchasers regularly seeking the same type of goods.

Mere possession of merchandise does not create a market. There must be a group of people of similar tastes, habits, and purchasing power associated with the accumulation and display of merchandise to make the market a possibility.

The numerical strength of the group is also a most important factor in the service that the market renders to the individuals comprising it.

This argument can be developed safely in determining the value of professional services.

A lawyer, physician, or architect may have unsurpassed ability, knowledge, and training, but with-Professional out a group of people to appreciate and pay Services, for his work, his capacity for service benefits Enhanced. neither himself nor any one else. He must by the Group find a market for what he can deliver-a group of people who think alike to the extent in which they appreciate and value his work and possess the means to purchase it from him. The larger the number in the group he serves the more expert he becomes, and the more he can charge for his services without contracting his own market to a point where his full output in time and energy is not entirely taken.

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A bank is a market that sells the use of money. It does not sell money itself, but merely the service rendered by having it to use. It buys the The Group use of other people's money by acting as Establishes custodian of it, or in some cases by paying in addition thereto a smaller rent for the money of its depositors than it charges its borrowers for the same money.

The larger the groups of depositors and borrowers the larger is the market, which the bank really is. Again, we find depositors that think alike in possessing confidence in the bank as a buyer of the use of their money, and a group of borrowers who think alike in preferring to rent the money they desire from a particular bank.

The market for a young man's service is larger in direct proportion to the number of employers who know he possesses the qualities they esteem in an employee. His ability to profit by Marketing his market is the measure of his ability to Man's think accurately and by will power make his thoughts control his actions. Even if there are many other young men competing in his market, unless the number greatly exceeds the demand, and he concedes equality by joining a labor union or admitting the buyer's estimate of his value as being better than his own, he can command a premium over others who apparently can perform all the work he is capable of doing.

It is this quality in getting others to accept one's

own estimate of value that is called Salesmanship. It differentiates the highly successful from the ordinary and mediocre. It is the only power the individual has to develop any degree of influence approaching to control in his own market.

When we view the manufacturer catering to an established market we find that price exercises a great influence. Price is not a measure of Marketing intrinsic value, but it is a decisive factor Factor in the buyer's mind who has the choice of

two products apparently of equal merit.

The wonderful economies in production due to the development of the factory system has made price an important factor in the control of markets, but price cannot affect the buyer's mind to prefer one article to another unless there is also the thought of equal quality associated with it.

It is an old saying that a woman's favors are worth the price she puts on them, and we have too

The Buyer
Not an wholly ignorant of values based on cost of Expert
Judge of production to make price a determining factor unless the thought of equal quality is associated with it.

No consumer buys on the basis of intrinsic value. Sentiment, rather than logic, is the impulse in most sales of articles to the consumer. It is right that this should be so because satisfaction itself is a sentiment. The measure of value in all commercial transactions is the satisfaction to the buyer.

If a woman wants an exact duplicate of the sewing machine her mother used twenty-five years ago, she will be much better satisfied with it than one embodying all the latest improvements, unless these changes have been told to her. No matter how much better intrinsically the new machine is, the daughter must be persuaded that her mother would have preferred the modern machine to the original if she could have secured it at that time.

The wise salesman says less about the mechanical features as such and more about how much the new machine would have saved her mother's work if she had possessed it in her day. This makes the present-day purchase *satisfactory* and valuable to the buyer because it is *satisfactory*.

The purchasing power of everybody's dollar has been enormously increased by manufacturers com-

Disaster Follows
Price Competition

Price competition without responsibility to the consumer on the maker's part is disastrous to both.

Price competition as a factor to control the market with full responsibility to the consumer will always be self-respecting on the part of the manufacturer, and will always be true service to the consumer.

But price competition where one manufacturer lets another make his prices for him, and he meets this condition by cheapening the quality, destroys the manufacturer's self-respect and positively injures the consumer. He greatly increases the cost of service to the consumer. This is always done where merchandise is put out that does not come up to a quality standard.

There are no business men who defend competition based on price alone as being advantageous either to consumer or producer. The whole idea of a market is destroyed unless producer and consumer are benefited.

The competition on quality and on service enlarges the scope of the market and benefits both consumer

and producer. Competition on quality and grad Service service are impossible without salesmanship. Competition No salesman is required to move goods on a price basis, but expert salesmen are needed

to educate the consumer to an appreciation of quality, and expert salesmen are equally necessary to develop and maintain service.

It is the introduction of salesmanship into markets that has greatly broadened their scope and has given to those who employed it the greatest degree of influence. Hence it has almost become an axiom that the man who can make sales in the market is a much more important factor than the manufacturer who supplies the goods.

No salesman can be worthy of the name unless there is a group of satisfied customers who will accept The Sales- his judgment rather than their own.

man's Judgment Must Be group constitute the whole value of the salesman, and as such he has a much better position in the market than the producer who either

must take any price offered or employ the services of a salesman. The ideal condition for the producer is to develop within himself the quality of getting and holding a group of buyers to whom his name is a guarantee of satisfaction.

The men who influence or control the market are the men who individually profit most by contact with it.

For instance, the Chicago Board of Trade and the New York Stock Exchange are highly developed

Market markets for the employment of the public's Control a Savings. The men who manipulate are the Moneymaking real money-makers. They take toll from the Occupation farmer and the maker of securities. They charge the buyer for the privilege of buying. Yet these men unquestionably render a great service to the general public.

A market without control will reflect caprice, fear, and overconfidence at various times. These are all factors that retard rather than develop real service to producer and consumer.

Some years ago a prominent speculator on the Chicago Board of Trade raised the price of wheat. He had seen it being shipped out of the United States when he was sure in a few months it would be needed here to prevent a famine. His purchases arrested exports. As it was, he caught wheat which had been grown in Kansas later going East. Eventually it was shipped back to Kansas to supply flour mills operating in that State. Had he not taken control of

the market, it would have been shipped abroad, and all the unnecessary labor of transporting it back again, to say nothing of the abnormally high prices for flour that must have followed, would have prevailed.

A ready market yielding cash to any farmer increases his purchasing power. It makes his day's

Cash work command more for him than if he Lubricates had to trade off his produce to the con-Machinery sumer who did not have cash, but only of Production and the product of his own unsupervised labor, Distribution to pay for it.

Market control can injure as well as benefit, but in this case the man holding power abuses the confidence reposed in him, and must ultimately fail. Control is better than chaos, and most leaders recognize that confidence of the group is necessary to maintain their position.

A bad man anywhere—in the pulpit, on the bench, in Congress, or in business—does harm, but markets and the control of markets by men who may have no other purpose than making money benefit the public. Men who exercise power must be made to accept responsibility for their acts, and publicity will

insure this being done.

Publicity
Will Correct All
Evils of
Market
Control

We fail to appreciate how dependent upon
each other are producers and consumers because ourmarkets are solarge. The processes
of distribution are so involved that consumer

and producer seldom come in personal contact.

There is no doubt that the middleman—the man who influences and often controls the market—in many cases takes more than his service is worth. That is one of the reasons why I wrote this book, as I am going to show how much of this can be remedied.

First, the producer should feel his responsibility to the consumer, and he can never do this if he con-

siders nothing but price.

The Welch Grape Juice Company paid \$10 per ton for grapes in 1897, and \$35 in 1914. They paid this increase to get better grapes produced, so they could make Welch's Grape Juice realize the highest possible standard of quality.

I know lands in Iowa that have multiplied in value because farmers were shown how to cultivate cucumbers in a way that increased their value, for which the H.J.HeinzCo.gladlypaid the higher price because they could give the consumer a better standard of quality.

At the Chicago Stock Yards Armour & Company paid in 1914 nearly three times as much for live cattle as they did twenty-five years before. The railroads and the packers themselves operate on smaller margins. The farmer got the increased price. Volume

explains the increased earnings in making

Consumers Should Pre- internal economies possible.

fer Goods
Bearing the
Producer's producer to lend his name to his goods beTrademark
groups of consumers created in this way constitute the finest markets in the world, because

they are controlled by the producer who created them.

Every manufacturer can measure what markets cost him by subtracting what he receives for his goods from the price the consumer pays for them.

The underwear manufacturer who gets \$7 a dozen for his suits pays \$5 to the men who control the market if the consumer pays \$12 for them. It is possible that without raising the price to the consumer the manufacturer could exercise control in the market himself by directing how the \$5 should be spent, and give increased benefits to consumer and himself and also to the distributor who will cooperate in a more economical plan of distribution.

When a manufacturer finds that he has no control in the market in which his goods are distributed.

he is in a dangerous position, and he certainly Dangerous ought to look into what salesmanship and Position of Some Man-advertising could do for him as well as his ufacturers real customers—the consumers.

The consumer should and will through proper advertising welcome all efforts of producers to accept responsibility for the quality of goods and the service the consumer buys.

As I will show in later chapters, I do not advocate any radical change in market conditions, but I do know and am sure I will prove that a distributor serves himself and all with whom he comes in contact when he concentrates on distributing. And a manufacturer who fails to accept responsibility and to let

the consumer of goods know that he does accept responsibility leaves an opening for usurpers to manipulate market conditions to the detriment of producer, distributor, and consumer.

There is no doubt that the consumer and producer are greatly benefited by our system of markets. Yet no student of economics can fail to see that parasites exist in large numbers, and many methods are antiquated and much improvement could be made.

How Salesmanship and Advertising (which is Selling organized to influence Groups) will accomplish these beneficial changes will be detailed in the following chapters.

REFERENCES ON CHAPTER II

Louis D. Brandeis, arguing in 1901-1911 before the Interstate Commerce Commission against an increase in railroad rates, claimed the railroads could increase profits by cutting out useless motions. His book "Other People's Money" (Frederick A. Stokes Company, New York, 1914), is one of the most interesting studies of leadership in the creation and manipulation of groups in American business life during the past twenty years. Few readers without further investigation will accept at par all that Mr. Brandeis says. Yet his advent into public life, and the place he occupies, is worthy of attention by all students of publicity. His optimism is refreshing. He believes in the people, in their good judgment when the facts are placed before them, and in their capacity for proper action when the reasons are impressed upon them. He expects new leaders to appear on the scene and by an appeal to the group spirit accomplish great things for the people as a whole. He affirms that power to dominate the group in America can be retained only as long as the individual members truly profit thereby.

Here is a characteristic summing up of his views on the value of markets and the effect of publicity

upon them:

"Every great distributor of merchandise knows the obstacles which he had to overcome before success was attained; and the large sums that had to be invested in opening and preparing a market. Individual concerns have spent millions in wise publicity, and have ultimately reaped immense profits when the market was won. Cities must take their lessons from these great distributors. Cities must be ready to study the problem and to spend prudently for proper publicity work."

Van Antwerp's "Stock Exchange from Within" (Doubleday, Page & Co.) gives a complete explanation as to the way the control of the Stock Exchange market works toward stability and public advantage.

CHAPTER III

SALESMANSHIP IS SERVICE

TO EVERY human being comes the opportunity and the responsibility for salesmanship.

None of us can achieve success without the

coöperation of others.

The successful parent does not say to his child, "Never do that again!" with the added inference, "because I say that you must not." Instead, the wise father tells his ideas and ideals to his child, thereby getting intelligent and enthusiastic coöperation from him.

That man will be a failure surely who will not make the effort necessary to get others to accept his views about matters on which he needs their help.

Men Succeed as They Are Able to Induce Others to Accept Their Views

Mone of us can be absolutely independent. To be able to get others to accept your ideas about something which benefits you (and fair play demands that you share this benefit with them) is the essence of salesmanship.

Ability and ability to sell it = success. Salesmanship is the power of persuading others to accept you at your own estimate, the estimate upon which you can continue to "make good." This is as precise a definition of salesmanship as I am able to frame. As applied to merchandise, it needs only a change of terms, not of essence.

Salesmanship is persuading your man to buy what you have to sell at a price which means permanent satisfaction to him and a profitable compensation for you.

Advertising is organized salesmanship. As the modern shoe factory has supplanted the cobbler, so the use of words, pictures, type, printing las Organ-plates, paper, and printers' ink have given ized Salesto salesmanship an impetus, a scope, and a dominion which it could never have had otherwise.

Any one who has the selling instinct and a reasonable amount of experience can increase the value of his own service and that of the goods he handles by just the amount of time, thought, and energy which he puts into selling them.

To many men the word "selling" means unnecessary inflation of prices, an added tax upon the The Most consumer, and taking advantage of the Successful ignorance of buyers. The trend of modern Salesman Is sales development, however, is to give to Gives His the buyer more and more actual service. Customer the Most The only salesman who may feel safely Service entrenched is the one who makes sure that everything he does counts in service to the consumer. By adapting his merchandise to the needs of

his trade, he can easily build for himself a substantial following. If he will study their individuality, he can influence the mental attitude of the prospective purchasers with regard to the articles which make up his employer's stock. Unless he can do this, unless he can create for himself a clientele which will come back to him again and again, his employer cannot afford to keep him.

Obviously the state of mind of the purchaser is a weighty factor in determining the value of the article he buys. For example—the intrinsic worth of millinery does not change at all from year to year; but its value fluctuates constantly, because fashion, which is the mental attitude of the buying group, changes.

A certain salesman sells you a hat, a suit of clothes, or a piece of furniture in such a way that it affords

you a great deal more satisfaction than The Intelligent would the same article bought from another salesman salesman. Some who pretend to be sales—Appreciates men lose sales because they do not know Responsibility Does Not End the merits of their wares. The intelligent with the Salesman knows that we all buy things because the possession of them gives us a

definite kind of satisfaction; he knows, too, that lacking a convinced state of mind with reference to the article purchased there can be no satisfaction.

The salesman's opportunity to give the customer actual service becomes more apparent when we con-

sider the selling of a kitchen range, a sewing machine, or an automobile. Here he has a chance to demonstrate to the prospective purchaser that the The construction and method of operation of the Service That Mer- range, sewing machine, or automobile will chants Give give him economical and adequate service. tractive In the last analysis, the man who buys an Than the automobile buys so many hours of pleasur-Goods able transportation, or so many miles of dependable locomotion. It is certain that the salesman who acquaints the buyer with all those points which enable him to use his automobile to the

best advantage increases its life and materially decreases the cost per hour or per mile of the service he gets.

The traveling salesman who calls on dealers eventually becomes a competent counsellor on merchandis-

Merchan- ing, financing, and trade-building. One sees dise Plus why a dealer might pay such a man more Advice and for merchandise than he would pay else-Valuable where, and still be better off both in the chandise matter of aggregate sales and profits, and Alone more permanent business.

The salesman has made himself indispensable who knows he earns, in positive service to the buyer. every cent he receives from his employer. never be laid off. Every salesman who aspires to be something more than a necessary link between buyer and seller must realize that his salary and expenses are included in every sale he makes, and

that he is either a burden or a benefit to the consumer.

The clerk who renders the buyer definite service, and has this clearly in mind has taken the first step toward something better. Once the elements of his own service to the buyer are clearly outlined, he is fired with ambition to do just such work for more buyers, more than he can wait upon personally. This means that he soon needs assistants to whom he may delegate a share of his duties.

To such men advertising appeals. They see its relationship to modern business methods.

Advertising is systematized selling. ProIs Service spective purchasers are influenced in a wholeSalesmanship Directed at a they are being reached and influenced in
Group a wholesale way and that the force which is
changing their mental attitude is accomplishing similar results with many others at the same time. In
fact, the chances are, if the advertising has been properly planned, that each individual will think he has
been singled out for special attention; or, better
still, that he has, without outside suggestion, made up
his mind to do this certain thing.

Advertising Should The best salesman uses suggestion in his Create work. He strives to leave with the purthat Bene-chaser the impression that the article has fitthe Consumer been bought voluntarily, rather than that he has been persuaded to buy. He uses advertising in the same way. He values his self-

respect (the one complete satisfaction), and will direct his powers only along lines which will benefit the final purchaser.

This does not mean that salesmanship and advertising cannot be, or have not been, used by men who did not have the best interests of their fellowmen at heart. But it does mean that the man who analyzes his work, who studies his opportunities, who desires to attain for himself the best satisfactions, and to keep his self-respect will use his ability to sell, and the multiplying power which advertising lends, for the good of all with whom he comes in contact.

Men who have studied newspaper and magazine advertising for the past twenty-five years note with

Publishers great satisfaction the constantly increasing number of publishers who realize that adRealizing Their Responsibility the subscriber. Advertising space was origito Readers nally a by-product of the publishing business. The publisher looked primarily to the subscriber, and was concerned (1) with organizing a
group of people who would take regularly and pay
for his publication, (2) with collecting, writing, and
illustrating the reading matter to be used, and (3)
with the mechanical, financial, and executive problems incident to buying paper, putting the reading
matter into type, turning the presses, and distribut-

For many years advertising remained a mystery

ing the publications produced thereon.

to publishers. They knew there were people ready to buy space. But most of them were convinced The Days (since the reader knows that reading and of Advertis- advertising matter are two separate things, ing "Mystery" and the publisher being responsible for the forfake Advertising Fast whenever the advertiser for the latter) that Past whenever the advertiser's name appeared Passing beneath his copy, they (the publishers) had no responsibility to the subscriber.

This condition was a loophole through which the unscrupulous preyed upon and exploited the reader. All sorts of fake medical, disastrous financial, and unreliable merchandising schemes were put upon the market, and paid—in dollars and cents—because their authors possessed a shrewd knowledge of human nature, and ability to write profitable advertising copy.

The general magazines are given credit for being the first to "clean up." But I know newspaper publishers, in both large and small cities, who for nearly half a century have refused to carry in their advertising columns the announcement of any business in which they would not be willing to engage.

Publishers and advertisers are recognizing that the complete confidence of the subscriber is the one sure foundation on which to build a success
Censorship ful magazine, newspaper, or class publication. of Advertising a Anything which weakens it reduces the publisher's capital. The reader may not be aware that his confidence has increased or diminished. But it is certain that dependable, trust-

worthy news, editorial and advertising announcements, add to that confidence slowly but constantly, and that unreliability cuts it down rapidly.

Of late even the announcements of businesses which are thoroughly reliable are censored, to make certain that they contain nothing which in any wise reflects upon their competitors. Publishers take the stand that the buyer's confidence in advertising as a whole cannot be held if one advertiser is allowed to discredit another.

This is a very encouraging development of the service idea, a most satisfactory indication that during the coming twenty-five years advertising is to be a much more important factor in reducing the cost of production and distribution, and in raising the standard of merchandise and human service, than it has been during the last quarter of a century.

REFERENCES ON CHAPTER III

A book that supplements this chapter admirably is Walter D. Moody's "Men Who Sell Things," 1907 (A. C. McClurg & Company, Chicago). It is inspiring and informative, practical.

In "Influencing Men in Business," 1911 (The Ronald Press Company, New York), Professor Walter Dill Scott, of Northwestern University, presents the results of scientific tests which bear out the conclusions reached by experienced and thoughtful salesmen. Professor Scott has written several other books. All of them deal with his methods of testing the laws

of mental action in his laboratory, and the results he has observed. All are worth careful study.

Mr. A. F. Sheldon has written much and thought-fully about salesmanship. He has made a sincere effort to segregate the various elements which produce successful sales, and to explain the laws which govern them. Practically all he has written is embodied in a correspondence course (The Sheldon School, Chicago), which one is required to take in order to secure his text-books.

Mr. Sheldon claims every sale takes place in the buyer's mind, and the processes through which his mind passes and which the successful salesman intelligently stimulates are (1) Attention, (2) Interest, (3) Desire, (4) Conviction. Conviction automatically arouses the buying impulse to action, forcing the lips to say the words and the hands to open the purse strings and thus complete the sale. Mr. Sheldon edits the *Business Philosopher* (Chicago), a monthly magazine.

In a two-volume work, "Principles of Economics," 1912 (The Macmillan Company, New York, F. W. Taussig), Henry Lee, Professor of Economics in Harvard University, has defined the creative power of salesmanship in the clearest and most satisfactory manner (page 22, Vol. 1): "All those whose labors satisfy wants—all those who bring about satisfaction or utilities—are to be reckoned as taking part in production, and are to be called productive laborers. . . . So long as a person who buys a

thing or pays for a service really desires it, the labor which yields him the satisfaction is productive." These two volumes, in clear and concise English, are very easily read and will help you tremendously in clarifying your own convictions. Professor Taussig understands the group spirit, because he says (page 30, Vol. 1): "It is strictly true that the workers in a modern society combine in bringing about a joint output; but the consciousness of coöperation is lost."

CHAPTER IV

ADVERTISING IS SELLING THE GROUP

RANTED that a salesman is one who can get other people to accept his estimate of the value of the article he offers for sale (his valuation to include the value of the article itself plus the value of his service to the customer), how long do you think he will be content to appeal to only one buyer at a time? Certainly the moment he becomes aware of his ability he will want to accomplish results in a larger and broader way.

The distinction between a merchant and a store-keeper depends entirely upon the degree of salesmanship possessed by the former. Theoship Con-retically both handle goods for which there
verts
storelizepers exists a buying demand, in a location which
into is convenient for the purchaser. A storeMerchants keeper becomes a merchant when he puts
personality into his work and gathers about him a
group of people who, consciously or unconsciously,
accept as valuable his endorsement or recommendation of what he offers them. Sometimes a certain
store draws trade long distances past shops where
equally desirable merchandise is to be had for prac-

tically the same or even less money. That is because the purchaser is definitely influenced by the prestige of the merchant with whom he is accustomed to deal.

A striking illustration of this fact was afforded me one day in Detroit. I noticed that next door to a Getting the cut-rate drug store was the drug section of Confidence a large department store. In the latter I Group approached a saleswoman who appeared to Is the Department be of about average intelligence. I made Store Idea a small purchase, and then asked her the price of Mennen's Talcum Powder.

"Eighteen cents."

"What," I ventured, "would you say if I should tell you that I can buy a box next door for 12 cents?"

"That often happens. Our manager has told us to tell people that we don't know anything about the goods that are sold next door. We guarantee our Mennen's to be the genuine article, and a lady told me, a few days ago, that she wasn't going to buy any more of that cheap Mennen's, for she had used some on her baby and it had broken out with a rash, and that hereafter she will buy goods where she knows they are genuine."

This is an extreme case. But it points out clearly that a department store is fundamentally and essentially the group of human beings whose confidence that store has won and is able to hold.

We are all fortunate in being members of many social groups. Membership in the family group is

economically of inestimable value, and procures for us one of our most lasting satisfactions. As a rule we are not conscious that we belong to The Group groups. We have never thought about it. Is Com-Posed of Those Who We are Democrats or Republicans, Protest-Think ants or Catholics, we are literary or athletic, Alike we go in for opera or the "movies," but quite without thinking of it as a group activity.

We enjoy being with and cooperating with those who think as we do. But unless we take an active part in the administration of their affairs, we benefit by membership in clubs, churches, and other groups chiefly in that it relieves us of doing our thinking ourselves.

Some philosophers, Le Bon and Nietzsche, for example, are of the opinion that human beings lose in individuality by herding in groups. Nietzsche believed that it is impossible for two or more Groups as human beings to agree, unless one of them Viewed by Philoso- dominates the thought of the others. Le Bon phers outlines the process of influencing crowds as affirmation, repetition, and contagion. Neither one of these men sufficiently emphasizes the thought that we may enter or leave a group as we please.

The man who does not interest himself in the affairs which concern the welfare of the city in which he Groups Are lives misses much of the pleasure of being Really Co- a citizen. Nor can he give his city the operative Organiza- benefit of his ideas for its betterment until he can secure the cooperation of his fellowcitizens. He cannot truly enjoy the fruits of cooperation unless he be a member of the coöperating organizations.

Every man should find in his own business enough to absorb the bulk of his time and creative energy. By regarding himself with relation to his own business as the trustee of a group of coöperative buyers, he can offer each member of the group better values at less individual outlay than would be called for should they buy individually.

A trip into the wilds illustrates my point admirably. Practically all your strength and energy is expended in transporting yourself and your belongings from place to place; a little thought brings home the advantages of the coöperation which we practise (largely unconsciously) in every phase of life.

A large city is a concrete example of what the group idea, raised to the nth power, is worth. Our transportation facilities are natural evolu-

Cities,
Fast Trains,
tions of the coöperative spirit. TwentyPublications, Good
Examples are a fact because railroad officials know
that each day in the year a certain number of men can be depended upon to practically charter a special train for the trip. Each

passenger has the same physical comforts, luxuries, and speed that a special train could give him—plus a substantial saving on his ticket. Such trains are the highest development, at present, of coöperative service in steam transportation.

Magazines, newspapers, and class publications

offer the members of their groups definite savings. A technical engineering journal gathers and gives out to a large group of individuals who can make effective use of it information which has been brought together by many individuals at a cost which would be prohibitive for any one member of the group.

Several farm papers keep scientific specialists at work on experiments, the results of which have largely increased the yield per acre and have decreased the cost of farming.

A daily newspaper delivers to one's home, for one cent, a complete canvass of the world by cable and telegraph, plus the local field, which is Conveniences, covered by many capable men. No one Lururies, person, no matter how large his income, and Education could afford to duplicate this information Made individually for his own pleasure or use.

for All

Because of Groups preciation of art and have increased the ability of artists by giving them a market for their product. A similar statement might be made with regard to the writing of books. The average of culture and refinement has been materially raised, and men have been developed to cater to those new wants.

Magazines have fostered a general ap-

The pulling force of the group idea is that membership in any one of the many groups of which our modern civilization is made up is, in practically all cases, purely a matter of volition. No man need belong to the liquor-drinking or to the

tobacco-consuming group unless he wishes. He may also withdraw from either group at will. Yet the

business of fulfilling the desires of these two groups represents an annual expenditure Any Group of \$1,800,000,000 and \$850,000,000 respectively. Another group makes it possible for publishers to do a \$190,000,000 business in books and papers each year.

The coffee group drinks \$300,000,000 annually. The butter group buys \$694,000,000 worth of butter,

which is more than twice the amount spent

The Tremendous for bread, which aggregates \$300,000,000.

Proportions I mention the bread group as more likely of Certain Groups to be considered compulsory. Statistics show that the total expenditure for what are considered necessities is very small in comparison

with that which is paid for luxuries.

It is when the salesman realizes how small a part his personal sales are of the total consumption of

In Reaching Groups what advertising may mean to him. No Advertising matter how many assistants he may have, Salesman- nor how he may organize and systematize

their work, to call personally on the number of people whom he could persuade to prefer his product to that offered by others would be impossible. Realizing how little is needed to determine a preference in the purchaser's mind, he calls on advertising to help him develop a demand for the article he has to sell.

The far-seeing salesman realizes that the best way to go through a forest is to follow a blazed trail. He knows that human beings have been grouped in many different ways; he believes a group can be formed for his product.

If the citizens of a small town call at the postoffice every day for their mail, they have that much in com-

Outdoor, Street-car, salesman can best appeal from a location and Publication near the postoffice. If there is a public Advertising square in the centre of town, or any other peal to a Group place at which people have the habit of congregating, the value of a sign there is directly affected by the numerical strength of the group and by the purchasing power of its individual members.

A street car is essentially a coöperative unit contributing five cents a traveler for transportation which must otherwise cost many times that amount. Lacking the group of customers, there would be no street car. Therefore, the street-car card appeals directly to the group spirit.

A newspaper or magazine is an impossibility unless a well-organized group awaits with constant interest the knowledge which it is accustomed to receive through this particular channel.

An advertisement in a magazine or a newspaper is effective in direct proportion to the degree to which it senses and touches the group idea which makes the publications possible.

It has been said that the success of the late Ira D. Sankey was due to the fact that he took advantage of a universal group characteristic, sensitive-Sensing the ness to melody, and strengthened the appeal Keymote of by using in the wording of his hymns the Group Harmony vernacular of the particular group to which Brings Success Mr. Moody wished to present the Gospel to the Salesman truths. The "Ninety and Nine" was specifiand cally directed at sheep-raisers. "Pull for the Writer of Advertise- Shore, Boys!" aimed to get and hold the atments tention of the citizens of a fishing village.

In like manner the master salesman uses the trained writer of advertising copy and that particular medium which has acknowledged prestige with the group to be reached, to sweep away the barrier which ignorance, prejudice, and indifference have placed between him and a larger market for his wares.

REFERENCES ON CHAPTER IV

For supplementary reading, "The Crowd" (The Macmillan Company, New York), by Gustave Le Bon, and "Crowds," 1913 (Doubleday, Page & Company, Garden City, N. Y.), by Gerald Stanley Lee, are delightfully interesting. Both deal with the group spirit as exemplified in everyday life. Le Bon says groups are dominated by affirmation, repetition, and contagion.

H. L. Mencken's "The Philosophy of Frederich Nietzsche," 1913 (Luce & Company, Boston), is a digest of the great philosopher's views. Nietzsche held that "Will to Power," which is identical with Schopenhauer's "Will to Live," is the first law of Nature. Nietzsche championed individuality, and contrasted it unfavorably with the herd idea which he condemned as being the means whereby the unworthy are able to impose their will upon their superiors. His views are interesting because unusual.

Maeterlink's "The Life of the Bee," 1912 (Dodd-Mead Co., New York), is a model for every advertising writer. It treats a thoroughly technical subject in a completely informing manner and in a fascinating style. The power of the group spirit expressed in orderly and systematic activity of apparently unconsequential individuals to accomplish really great tasks has never been more graphically described.

Woodrow Wilson's "History of the American People" is a masterly presentation of how ideas dominating the actions of many separate groups of colonists have finally been blended into a national spirit which, in its group-cementing character, makes the American nation what it is to-day. (Harper & Bros., New York, 5 vols., 1911.)

For keeping you alive to the necessity of individual action if you are to dominate your group, for developing individuality which will coöperate with and be benefited by association with others in the group spirit, for making it possible for you to share

the benefits of coöperation, I recommend the essays of Ralph Waldo Emerson. He is the fountainhead of "ginger talks" and optimism, of plans for meeting conditions as they are and making the best of them.

CHAPTER V

THE TOOLS OF ADVERTISING

ANY books have been written on the technique of advertising as a trade, so complex is it. They deal with type faces, sticks and rules, lumbago and electric baths, copper and zinc plates, acid baths, matrices, ink-rollers and presses, paste-pots and scissors, paint cans and brushes, wires and batteries; for these are the tools of the type-setter, the electrotyper, the artist, the engraver, the stereotyper, the pressman, the writer and editor, the sign painter, billposter, and electric-sign men. But I shall not attempt to explain those trades, either technically or mechanically. A man who would master any one of them should study all the literature available on the subject and serve a reasonable period of apprenticeship.

As an advertiser, an advertising manager, an advertising solicitor, or as a writer of advertising copy, he will do better to coöperate with men who specialize in the various phases of advertising, instead of attempting to oversee the details of work which must be well done from a technical standpoint, if he is to get the best results.

A few thoughts are pertinent here, however, which cannot be too frequently emphasized.

Illustrations are always desirable if they tell the story in less space than words could do it, for they Successful have a wider range of appeal and do not Illustrations Must need to be translated from one language tell the to another.

Story in Less Space To give a commercial artist free rein in Than Words the matter of illustration is a mistake. He should be used primarily as an artisan, to put into concrete form the ideas which the advertiser wishes Ideas That to project upon the consciousness of the Appeal to group. There are very few artists whose Group Must knowledge of the habits of buying groups Usually Be is such that they can really contribute anythe Artist thing to the idea which is to go into the advertisement. Not many of them are good judges of relative commercial values.

Where arbitrary spaces are to be filled with a combination of illustration and text matter, it is quite Mechanical essential that just the right proportion of Limitations it, and no more, be allotted to the drawing. Must Never Be Fortunately for the advertising man (who Overlooked is not an artist), the commercial artists can be referred, for master work of this kind, to many of the splendid frescoes of Raphael and Michael Angelo, who filled in arbitrary spaces as if they had been specially made for the pictures they placed therein.

A commercial artist who can get around and over the obstacles which rise on every hand in reaching the group is a rare one indeed and well worth the almost fabulous sums which he can command for his services.

Words, at best, are but symbols of ideas. Their value depends entirely upon the stage of develop-

ment of the group spirit. Unless a large group had been taught that an arbitrary assemblage of certain letters of the alphabet transmits from one mind to another the idea which has previously been associated with this word, communication through the printed page would be impossible. For a foundation, then, we must have the group spirit. And the idea associated with any certain word must, as far as is possible, be kept the same.

In advertising in the United States, it is always best to use Anglo-Saxon words, because more people

Keep the Words Simple Latin, Greek, or other derivation. Writers of effective advertising copy never cultivate what is called "style." They use words only to transmit an idea effectively, without diverting attention from the message itself. That is why pretty pictures and high-flown phrases often defeat the purposes of the advertiser.

The Successful Type, while wholly mechanical, permits Use of Type of great variety of effects if skilfully handled.

Many advertising men make accurate layouts, specifying the sizes and faces of type they wish used. This can be done quite easily by remembering

that all type is now made according to the point system, i. e., seventy-two points to an inch. Twelvepoint type occupies exactly one-sixth of an inch. Most newspaper columns are two and one-sixth inches wide.*

In making layouts for advertising, the best plan is to indicate roughly all words and phrases which

Let the Master the good judgment of a thoroughly skilful Compositor Work Out Details of Setting room the selection of the best compositor for the particular work in hand. It is manifestly wiser for the man who cannot get such coöperation to make an accurate layout. This is merely a matter of careful measurement and correct arithmetic.

It is possible for a man versed in the legibility of type faces to reset an advertisement which has a crowded and confused look (and is there-Building an Adver- fore repellent rather than attractive) in from tisement 10 to 25 per cent. less space, and still Likened to Building a have the advertisement appear larger than House before. The architect who builds an apartment on a twenty-foot city lot, when compared with the old-time carpenter-contractor who "saved you money by drawing the plans himself," is an illustration of my point. When advertising space costs as much as \$112 an inch, the economy of employing the

^{*&}quot;Mahin Advertising Data Book" lists the most serviceable faces of type and shows the number of capital and lower case letters which can be put in a line two and one-sixth inches wide.

most skilful manipulator of type faces is at once

apparent.

Type faces stand very little wear. It is practicable to print direct from them only on small press runs. How Type None of the larger daily newspapers print Is Used direct from type. Their big perfecting a News- presses require continuous rolls of paper and cylindrical printing plates, which are made as follows: type set up the size of the page is locked in a form; alternate sheets of tissue and blotting paper, with paste between each, are spread over it; and it is subjected to pressure under great This dries the paper impression, which is called a matrix. The matrix is put in the bottom of a semicircular mold, and type metal is poured over it. In a few seconds the metal hardens, is taken out of the mold, and clamped on the cylinders of the printing presses, which turn out papers at the rate of 20,000 or more per hour per press. The heat necessary to make a matrix injures the type by expanding it; so those who advertise in a large way in many publications and want the best effects insist on having electrotypes.

The printing of books and high-class magazines and catalogues is quite different. Flat-bed presses are used and the whole type page is usually electrotyped. To make an electrotype, a Printing a wax impression is taken of the page, which may contain both type and illustration. This wax impression is dusted with plumbago, and put

in a bath. An electric battery deposits a small sheet of copper on the face of it. A good electrotype requires a bath of from four to six hours. This shell is backed up with stereotyping metal and a printing plate made of it. A poor electrotype generally has an insufficient shell, which will not stand a long run, and is easily damaged.

Drawings are changed into printing plates either by the zinc etching or the half-tone process. Wood

The engravings are practically obsolete. Half-Making of tones and zinc etchings can be electrotyped, Engravings but with half-tones it is wiser to use the original plate and duplicate the same. An electrotype of a zinc etching is generally better than an original zinc. An electrotype can be re-electrotyped indefinitely, but each reproduction sacrifices something in printing quality. Men who are familiar with this fact can easily pick out a cheap electrotype or a reproduction from an electrotype. It shows up in the finished result, and is one of those savings which should not be countenanced.

Nothing will demonstrate to the average advertiser the fact that the best engraving and plate-mak-

ing house is none too good for his purpose,

Engravings and that no money is saved by getting cheap

Are Poor work so well as a trip through a well-conducted shop, where he can see for himself how many processes there are where the least lack of knowledge, or of attention, would affect the finished result.

Printing plates and types are used in advertising in just two ways: (1) in space in newspapers, magazines, or class publications, such as trade, agricultural and technical papers, street-car cards, and posters, and (2) in specially printed matter, such as circulars, booklets, catalogues, and follow-up material.

The blank space upon which printing is done may well be called one of the tools of trade. In considering how to get the best results, one must Making the Most of remember the size of the space available, Advertising the quality of paper, and the general appearance of the advertisements which will compete with it for attention, so that distinction may be secured either by emphasis or contrast.

Space buying should be delegated to a man who has had years of experience in that work. You can be

Space assured, when a publisher's rate-card shows a complicated list of discounts, that there is a minimum rate, and always a way by which the trained buyer, who knows how to present his proposition, can get an approximation of it.

In buying space, plates, art work, or printing, three things should be considered: (1) the cost of raw materials which will produce the right quality; (2) cost of supervision required to get the best results with the materials and the machinery used; and (3) the cost of expert help, getting the benefit of the experience of experts who have made a life study of that particular line of work. Their coöperation

is valuable and cannot be assured by always buying from the lowest bidder.

A printer who will coöperate with you in a sympathetic and intelligent way, understanding the

How to purpose of your printed matter, will save Get Good you many times the difference between Printing his higher price and that of the cheap printer who seeks your patronage through competitive bids. If you will frankly state to a competent and trustworthy printer the outside figure you can spend for a specific piece of printed matter, he can save you money in many ways.

For example, presses and paper of a certain size work best together. The big item in printing is the press work and paper. With rapidly moving presses, unless the distribution of the ink and the handling of wet sheets, after they are printed, is carefully watched, the result will be unsatisfactory.

Sometimes a catalogue just exceeds the postage limit, and has to have an extra stamp on it. A printer

"Look Before vertiser would have foreseen this, and would You Leap in Order-ing Printed lected paper, so that the full amount which Matter"

Watter Uncle Sam will carry for a specified sum will go into the book itself. The few cents needed for a better quality of paper, which weighs less, would mean a large saving.

If a postage expert should make a careful analysis

of the amount of money spent for postage during the year by some of the large and some of the small

The Postage- dollars' worth of waste would be discovered.

The postage expert is an unheard-of factor coming in business as yet, but the future holds out profession splendid prospects for such a profession.

Much might be said about various qualities of paper stock and printing inks, and about the rules for contrast-

Paper stock and Printing Inks

Inks

Ing and combining colors. Whole books deal comprehensively with these subjects. Trade papers are continually publishing elaborate treatises on paper stock and color printing.

Just in this wealth of information and argument lies a danger for the advertiser. He may be led off into the by-paths of advertising procedure, into investigations and discussion which may be pleasurable and interesting, but which has little to do with effective merchandising and distribution.

The general rule for the use of words applies also to paper stock and colors: the consumer's attention

must be gained, but without his being so Judge fully taken up with the manner of expression Paper Stock and that the advertiser's story is minimized or Inks by This Test lost. This is the danger in using striking -Does It effects. There is fierce competition for the Emphasize advertiser's money, and in making any Itself in the decision he should keep this test uppermost: Story Is this the tool which will most adequately

interpret my thought?

Brains and common sense in seeking the reason for Greatest the rule rather than following the letter of of All Advertising the law, might be listed among the tools Tools Are of advertising. They are as essential to Brains and Common satisfactory advertising service as they are Sense to any other kind of service—no more and no less.

REFERENCES ON CHAPTER V

The newest and most effective tools of advertising are graphically and intelligently described in the printing-trade papers: The American Printer (New York), The Printing Art (Cambridge, Mass.), and the Inland Printer (Chicago).

Theodore Low De Vinne has published two books, "Plain Printing Types," 1900, and "Correct Composition," 1901 (The Century Company, New York), which should be in every advertising library.

A particularly delightful and inspiring book is "Printing in Relation to Graphic Art," 1903 (The Imperial Press, Cleveland), by George French.

There are many technical books on the various phases of plate-making and printing, most of which are advertised in the trade papers.

Frank Alvah Parsons' "Principles of Advertising Arrangement," 1912 (the Advertising Men's League of New York City), contains valuable information for those interested in the different phases of advertising display. The book is a series of ten lectures which treat in a technical manner the most important

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factors to be considered in building a successful advertisement. Two chapters devoted to "The Use and Abuse of Decoration and Ornament" are particularly worth while.

Harry M. Basford has written a valuable book, "How to Estimate on Printing," 1913 (Oswald Publishing Company, New York). Good printers, like good lawyers and good doctors, are willing to tell their customers all they want to know. A reader will have more respect for good printers and the work they do after he reads Mr. Basford's book.

The "Graphic Arts and Crafts Year Book" (Graphic Arts Press, Hamilton, Ohio) contains the latest examples of color and process printing of all kinds on every variety of paper stock. Invaluable to printers.

CHAPTER VI

ADVERTISING MEDIUMS

THE group spirit creates the advertising medium. To think alike, people must continually receive through the same channel new impressions of ideas which in themselves may be old or new. Leaders of groups find that advertising is the most competent means of getting their ideas into the group consciousness.

Some mediums have greater prestige than others. By "prestige," I mean that standing which a man or Choosing an organization must have whose statements the Medium of Greatest Suppose that you are on the mailing list

Prestige of a bond house, and are also a regular reader of a morning paper, a subscriber to a monthly magazine and an illustrated weekly of national circulation, a daily patron of the street cars and an unintentional though by no means uninfluenced observer of painted bulletins.

Suppose that the bond house sends you a circular, and that precisely the offer it makes you appears in A Case in your newspaper, your magazine, your illuspoint trated weekly, in street cars, and on bulletin boards. Which will make the greatest impression?

If your purchases from the bond house have been profitable, the chances are their circular would have the most prestige. Had you been indifferently served, or had you later found out, or thought you had found out, that some other house would have given you the same security and a better rate of interest, or if you had never made an investment of that sort and knew nothing at all about this bond house, save through the circular, it would be the least effective of the mediums reaching you.

But if you were in position to make an investment when you get the circular, but had never heard of the bond house, it is certain that the advertisement in your favorite magazine or in your daily paper would have given to the circular a prestige and influence which it could not possibly have had in any other case.

Prestige, therefore, is either the cumulative result of the best type of advertising, or it is a reinforce-

Buying ment of a previously created confidence in a medium in the minds of the individual members of the group which makes the medium possible.

Because of competition among men who own and control advertising mediums, it is wise to analyze and weigh carefully before buying space. So many delicate factors have to be considered in determining which is the best medium, or the best selection from a number of mediums.

The keen observer will also discover a disparity between the intrinsic value of mediums and the

aggressiveness and convincing power of Intrinsic the personal salesmanship which represents Value of Mediums them. For many years country newspapers and throughout the United States sold advertissalesmaning space to patent-medicine houses for less than cost. These publishers figured that to get money for space they had to fill anyhow was like finding it. Skilful salesmen placed these remedies in drug stores and then made space contracts for from one to three years with publishers. Increased enlightenment on the part of the publisher has just about put an end to this kind of business.

Many of the best and strongest mediums are represented by salesmen of the true service type, men

who will not sell the advertiser space unless the Representative of and his plans for "cashing in" on his adversa Medium ls an Important readers of the medium. In contrast to this

position we have that of a number of splendid advertising mediums which are undersold. The publishers take the ground that it is undignified to send out men to persuade the advertiser to use their columns. With still other mediums the personal salesmanship of the advertising representative is the most interesting, aggressive, and valuable service which the advertiser buys.

The first thing an advertiser has to do is to fix

clearly in his mind the characteristics of the particular group to which the story will most logically

appeal. In some cases this group may be One Large numerically smaller than that reached by Group the advertising medium. Then it is indeed Several wise for him to consider whether he will Groups concentrate on one medium that has pres-

tige, even though he cannot expect his own buying group to consist of more than a small portion of that which creates the medium, or if he shall use several units reaching groups smaller than that which he is creating for himself.

This is the problem which retail stores in big cities can never get away from. Shall the proprietor concentrate his appropriation on one publication, knowing that he could not possibly serve all of its readers if they should come to his store? Or shall he scatter his appropriation among several daily newspapers, knowing that from each he can gather a certain number of individuals most susceptible to his offers, just as with a magnet one can pick out from a tray of ashes and iron fillings every particle of metal?

If some one medium dominates the whole field, he must decide whether he will make his business conform to the characteristics of the group which constitutes the medium, or if he will make selections from various groups and build up a following of his own.

The problem is intensified as soon as mail-order ad-

vertising and national advertising are taken up. But I shall defer consideration of these subjects until a later chapter.

The mediums which are recognized as worthy of every advertiser's consideration are listed as follows: Newspapers, Magazines (popular, technical, trade, and class), Street Cars, Posting, Painted Bulletins and Walls, Electric Signs, Window Displays, Store

The Demonstrations, Sampling, House-to-House Different Canvassing, Form Letters and Mailing Cards Or Circulars sent to lists of names, Novelties, Advertising such as Calendars, Blotters, and the like.

What the newspaper gives us, no matter where it is published, is news. By "news" I mean a record

Group of things that happen to people. They inAdvertisers terest us because we are human and they
Who Find
Newspapers might happen to us, too. The newspaper
the Best
Medium is ephemeral. Its mission is ended when it
has been read; its life is over when the
succeeding issue is on the market. It is as hard
to find yesterday's newspaper as it is to remember
who was the last vice-president.

Two distinct classes of advertisers, differing radically in character, find the newspaper their best avenue to a market. First of these is the Newspaper retail store, which, in order to pay such Ideal for Advertising the Local capital, rent, salaries, insurance, etc., must do a business every day. The daily paper is the ideal medium for getting the public to come to

the store for a definite and specific purpose, a purpose which, if the truth be told, the advertiser has put into its mind.

The other class consists of those whose business timeliness is the most conspicuous feature. The newspaper is the best medium for satisfying oc-The Newspaper Best casional, temporary, and emergency business needs. The want columns of a metropolitan Medium Sur satisfying newspaper show up human nature in its Invariate most unsettled state with relation to busi-1 . 15 ness. It may seem paradoxical that the best publication for the continuous upbuilding of a strongly entrenched department store is also the most competent medium for the man out of a job or the employer who needs more help. In the "want ads" the man who has old clothes to sell can most speedily convert them into cash. There rooms are rented and roomers find new quarters. To any one who has never spent a couple of hours in reading the "Want Section" of a Sunday newspaper, I recommend it. He will get more thrills out of it and more things to think about, more sidelights on human nature, than are to be had in the same time in any other way.

In the "want" columns and in the daily announcements of the department store the best appeal to the group which constitutes a newspaper must always be foremost—the timeliness of to-day's presentation and the necessity for immediate action. This is the general practice of the most successful advertisers.

Men who selladvertising space in magazines of which fiction is the important feature will tell you that there fiction is a universal demand for such literature; Magazines and that it is when you are relaxed and readals and Advertising ing a magazine that you are most ready to Medium receive newideas. It is noteworthy, also, that a fiction magazine can be picked up at any time, now or several months from now, with equal pleasure.

The advertiser whose goods can be sold all over the United States is urged to use national magazines, because, having a permanent story to tell, he reaches the public at a time when it is most likely to grant him consideration. Many advertisers have built up a large business in this way.

Some successful magazines, particularly our national weeklies, combine the "pulling" points of mag-

azines and newspapers, i. e., (1) their fiction National is of such quality as to be worth keeping Weeklies for future reading, and (2) timely features Combination Newspaper and newspaper can treat them.

Magazine
Medium

Advertisers classify technical, trade, and class publications as magazines, for the rea-

son that the groups to which they appeal are not confined as to locality; they have subscribers in every

Technical, part of the United States. A number of Trade, and technical magazines are really trade directoClass Publications ries the last issue of which may justly be regarded as a complete and up-to-date manual

of a trade which may cover the entire United States,

with representatives in almost every city. The same statement might be made concerning class papers, although sectional lines are more clearly drawn in this field.

Farm papers are usually listed under class publications. Some of them have a national scope but deal with but one industry, such as horses, cattle, Farm Papers, or poultry breeding. Others take up the the Trade Publication of a detail of soil, climate, and the general conditions of the principal crop of the particular Great belt or territory they cover. The latter are

really trade papers of over six million American farmers. Each one of them operates a farm large enough to be properly regarded as a business unit, a separate producing and merchandising establishment, as well as a consuming unit, connected with many

different consuming groups.

In determining the value of these class publications, editorial prestige, the censorship of the adver-

tising pages, the circulation of the paper, its prestige and subscription price, whether class Publication or not the sale of subscriptions is stimulated by offering premiums—and if so, what kind of premiums?—all these are factors which the advertiser who uses their space should consider seriously.

The "Mahin Advertising Data Book," 1913-1914 (page 427), classifies the 22,141 United States publications, with their aggregate circulation of 164,463,040. This list gives the advertiser ample opportunity, and, as is always the case where opportunity is large,

the responsibility for discrimination is increased exceedingly. The classification follows:

	NUMBER	AVERAGE CIRCULATION
Daily	2600	24,211,977
Sunday only .	520	13,347,282
Semi and tri		
weekly .	708	2,648,308
Weekly	15,097	40,822,965
Monthly	2491	63,280,535
All other	725	20,151,793

REFERENCES ON CHAPTER VI

In "The Art of Newspaper Making," 1895 (D. Appleton & Company, New York), Charles A. Dana, one of the greatest American journalists, has given us his ideas about writing copy for and publishing a paper.

"The Autobiography of Benjamin Franklin," 1902 (Houghton, Mifflin & Company, New York), gives the reader a very good idea of the status of advertising at that time. Franklin foresaw the tremendous development of advertising mediums, and his pioneer work in system may well be regarded as the foundation of modern and scientific management.

"Astir," by John Adams Thayer, 1913 (Small, Maynard & Company, Boston), is a frank revelation of the ways of magazine publishers, their ideals, and their methods. If the book contained nothing more than his correspondence with Mr. Frank A. Munsey, who gave us the low-priced fiction magazine and has so largely influenced the history of publishing in the United States during the last twenty-five years—it would be worth careful reading.

CHAPTER VII

ADVERTISING MEDIUMS (Continued)

IN JANUARY, 1914, there were 58,000 street cars in operation in the United States, each carrying advertising. The standard street-car card is eleven inches high and twenty-one inches wide. Many manufacturers and retailers favor this form of advertising because it gives them a chance to reproduce their package in its original colors.

Street-car advertising is peculiarly adapted to continuous advertising, because the cars run every day street-car in the year. They follow the arteries of Advertising trade. The number of cars run on any given line is increased just as fast as the number of patrons increases. More people means more cars, and that means more publicity for car cards. And the longer the haul, the more time the traveler has for reading these cards.

Several different cards may be run by the same manufacturer at the same time. Many advertisers The Use, use as many as six at once, with sixty words Checking, on each. Some favor the poster idea; others and Cost of Street-car rely wholly upon text.

Advertising The advertiser is given a list of the numbers of the cars in which his cards are appearing; check-

ers visit the barns to verify these lists. Cards are changed once a month, usually. Street-car space costs 40 cents a card per month per car for a full run, and 45 cents for a half run.

Pasting sheets of printed paper on walls, the sides of barns, and on specially prepared boards is probably the most elementary form of advertising.

The Fore-runners of Time tables tacked up in railway stations, Modern Posting notices pinned or pasted up in post-offices, the bulletin boards on which most large

institutions make announcements—these were the forerunners of modern billposting.

Circus and theatrical attractions, recognizing the power of color with the public, and desiring to create

an impression of bigness, kept increasing the size of posters. In this way the 8-sheet, of the Twenty-four Sheet came about. In an early day it was possible to print only one sheet, 28 x 42 inches, at a time. It had to be sent through the press once for each color; so the production of a 24-sheet poster meant a great deal of detail work in design, mechanical execution, handling in the printing offices.

Billposting sampling, shipping, and in finally placing it

Service as on the boards.

Standardized in
United States. In about four thousand
towns and cities there are regular plants
which maintain boards uniformly eight feet high, but
varying in width to accommodate one or many posters.

The 8-sheet poster is the unit of measurement. In large cities property owners get high rents for the ground on which the boards stand. Billposting service is usually sold at a certain price per sheet per month, ranging from 7 cents in smaller cities to 20 cents per sheet in New York and Chicago.

A billposter agrees to furnish a list of locations on which posters have been placed, and to keep them in good condition for thirty days. The advertiser furnishes from 10 to 20 per cent. more paper than the actual number of locations require. Since it is necessary to renew paper every thirty days, a month has become the basis on which it is sold.

Some advertisers post continuously, but change the showing once a month; others post alternate months; still others post one month in the spring and one in the fall. Some use posting only when they want to introduce a product.

A painted bulletin is usually twenty-five feet long and eight feet high, made of galvanized iron, and sold on a twelve months' contract at 40 Painted Bulletins cents per running foot per month, to include one renewal a year. Rents for locations are higher than for billboards, because the contract runs for a longer period. In very many cities painted boards dominate the most populous centres. Advertisers who want to create an impression of permanence prefer paint.

The cheapest and most effective outdoor advertising is on outside store walls, if locations are available. Successful advertisers usually go into a city, buy a well-distributed wall showing, and supplement it with painted bulletin locations wherever walls are not to be had. Walls are painted once a year. The minimum price is 5 cents per square foot. At that rate, a 20 x 40 foot wall costs the advertiser \$40 for a twelve months' showing, this to include the cost of designing and painting.

An 8 x 25 foot painted bulletin, being a selected location as a rule, is considered to have the same Bulletins attention value as an 800-square-foot wall. and Walls Forty cents a month per running foot, or 5 cents per square foot per year, on a board eight feet high, means that a bulletin costs twelve times as much per square foot as a wall. But the 200 square feet in a 25-foot bulletin is usually considered equivalent to 800 feet in a wall, if one takes into consideration the better location, that the bulletin is painted twice a year, and that its smoother surface makes finer pictorial work possible.

A 24-sheet poster, at 20 cents per sheet a month, costs \$5.60. It is generally compared with a 25-foot bulletin, as they occupy about the same parative space. At 40 cents per running foot, a "Cost of "Paper" bulletin costs \$10 a month. A poster costs and "Paint" \$5.60 per month, plus the cost of paper, which will vary from 40 cents to \$1 each, plus the cost of expressage. The cost of paint and paper is so nearly the same, therefore, that competition is keen wherever they are handled by dif-

ferent interests. In a number of prominent cities, notably Boston, Cleveland, Detroit, Seattle, Portland, San Francisco, and Los Angeles, paint and posting interests are identical. The tendency of advertisers generally is to use paint for twelve months' showing and paper for all shorter periods.

Electric signs have become an important feature of outdoor advertising in large cities. It is difficult

for some people to believe that a chewinggum manufacturer, for example, can afford
to pay \$18,000 a year for an electric sign
showing the full length of Broadway from Twentythird to Forty-second Street, but that is less than
\$50 a day, and it may safely be said that at least
200,000 people, each having money enough to buy
chewing-gum, see this sign every day.

This completes the list of mediums for which a national service has been organized. It is possible for an advertiser to get accurate information about all these mediums in one office, and also to contract therefor dependable, easily verifiable service, which will be billed to him monthly, and may be paid for with a single check.

There are other advertising mediums which are quite generally handled in the advertiser's organization.

Window displays can be purchased from houses which make a specialty of preparing them. But

Window his own men put them up. A vast amount of lithographed material sent out to dealers is wasted. They store it, temporarily of course,

under the counter; and very often it gets no further. Sometimes it is never unpacked or brought up from the basement. Window display costs anywhere from 25 cents to several dollars per window. The advertiser should be very sure of results before he undertakes this form of advertising.

Food manufacturers frequently use store demonstrations to introduce a product. The demonstrators

Store should be capable saleswomen who can take Demonstrate enough orders and make enough direct sales to pay their way largely. Some retailers object to demonstrations, declaring that they divert attention from the regular stock. The average grocery store serves less than one hundred families; in fact, the average is only a little more than sixty. Unless the demonstrator does pay her way in actual sales, the publicity is very expensive.

Sampling is also favored by food manufacturers. A crew of men, supervised by a dependable superintendent, gives samples direct to housewives, or hands out coupons redeemable
at a grocery store either in full or part payment for
a package of the goods being advertised. The manufacturer allows the grocer full credit, in lieu of cash
for goods, for all coupons redeemed before a certain date.

House-to-house canvassing is an extension of the demonstration idea. The canvasser frequently makes direct sales to the house-wife and turns them over to her grocer. Sometimes

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the canvasser goes out with the grocer's order boy, gives a talk about the goods at each stop, and makes direct sales.

Form letters, mailing cards, and folders have played a considerable rôle in advertising, and are still used by many advertisers. They are Form expensive when one considers the number Letters. Mailing of people reached, because Uncle Sam does Cards. Folders not make a discriminating rate in favor of printed matter of this kind, as he does for newspapers, magazines, and periodicals which travel as second-class matter. Very often advertisers go to a dealer, sell him a bill of goods, and get the names of his customers and prospectives. The manufacturer believes he can demonstrate to the customer the merits of his goods more quickly and accurately than the dealer can. He also believes that the literature he sends to these customers influences and reinforces the dealer's attitude toward his product.

Mailing cards are sent out in advance of salesmen calling on the trade. They also announce changes in

price. A number of wholesale jobbing

Cards and
Other
Printed
Matter
Used to
Assist
Salesmen
ticipate the calls of their salesmen by working the trade by mail, hoping to get a

small initial order, or a request for a salesman to
call. Others send out printed matter, to keep up the

dealer's interest during the interval between the salesman's visits.

The use of calendars and novelties is quite a different but very popular form of advertising.

Theoretically, the value of the calendar, or pocketbook, or knife, or blotter, with Novelties the advertiser's name on it is that because it is a useful article, it will keep the advertiser's name constantly before the user. The truth of the matter is that few men could tell you the name which is on the blotter which they have been using every day for a week.

The best novelty salesmen do not use the "Keep your name before the public" plea, for they know that the advertiser can get this service else-Ideas Used where for much less money. The plan most by Novelty used is to ask a banker, for instance, how he would like to have fifty men who had never been in his bank, all of them desirable patrons, come in to see him and accept a favor from him, at a cost not to exceed 25 cents each. The first time it is presented, this proposition is very tempting. The salesman shows him a reproduction of a beautiful picture, explains that he will have it made up in a handsome calendar, and has the banker copy a form letter which has been successful in other places; it invites the recipient to stop at the bank some day, when he is going by, and get a calendar, which has been set aside for him. The salesman cautions the banker to write the man's name on the envelope

before he comes in, so that he will be sure to think he is getting something which has been especially reserved for him. One cannot say this is not successful advertising; and for certain lines of business it seems the cheapest and quickest approach.

Novelty salesmen who want to build a permanent clientele are most concerned about how their customers use these novelties. Suppose that, Value to having given a clerk a strong sales talk Novelties in which he emphasizes the chance to develop selling ability by making every effort to sell the article which the salesman has just sold the proprietor, the salesman hands the clerk a pencil and tells him to use it writing out orders. Every time he uses it, that pencil reminds the clerk of that sales talk. To merely hand out the pencil, as if the salesman himself considered it of but little value, would be sheer waste. Calendars and novelties should remind the recipient of a forceful sales talk; when they do, they have a sentimental value quite apart from and beyond their actual cost.

Slides for motion-picture houses are worth while for local merchants who have the exclusive sale of a nationally advertised brand of goods for their own city or a restricted community. Attempts have been made to organize the motion-picture business, so that slides might be sold on a national service basis; but very little headway has been made.

REFERENCES ON CHAPTER VII

There is plenty of literature about advertising mediums. Publishers and space-owners are continually putting out books that deal with one or another phase of the subject. Much of this material might be classed as special pleading. Too much of it extols one class of mediums and condemns all others.

Especially noteworthy is "Selling Forces," 1913, by the Curtis Publishing Company. It covers a broad field and is a comprehensive and authoritative treatise on the whole subject of advertising.

Henry S. Bunting has written several books on novelty advertising. All of them are worth reading. "Specialty Advertising," 1913 (the Novelty News Company, Chicago), is his latest and best. It defines clearly the principles which underlie all successful advertising.

For practical suggestions and methods, see "Poster Advertising," 1910, by G. H. E. Hawkins, Chicago, also "Newspaper Advertising," 1914, by the same author.

CHAPTER VIII

BUILDING AND TESTING AN ADVERTISEMENT

OPY is the term by which advertising men designate everything the advertiser puts into the space he buys. It is built, rather than written or designed.

A copy writer should have an accurate, comprehensive statement of the characteristics of the group What the to whom the copy is to appeal. He should Copy Writer know what the wares advertised will do. and what they cannot be expected to do, Should in the hands of the consumer. He should have before him an analysis of all competitors' advertising, so that he may not reinforce their work by using points which they have preëmpted. He should know what kind of salesmanship, written and personal, is to be used in connection with the copy. He usually has the responsibility of preparing anticipatory and follow-up literature to be used in connection with advertisements to appear in standard mediums. In order to do this most effectively, he ought to be thoroughly saturated with the sales policy of the house for which he is writing.

A copy writer should regard himself as an inter-

preter between the man who has something to sell and the people who can use it. Many points which

the manufacturer finds interesting, in productive and ing his wares, would only confuse the buyer Interpreter and distract his attention. The purchaser Between Advertiser is primarily interested in the satisfaction and Buying Group he derives from his purchase. His point of view differs radically from that of the retail clerk, or the dealer, or the salesman who represents the manufacturer in distributing his goods through the established channels of trade.

Unless the copy writer and the commercial artist can almost intuitively grasp the group spirit, and emphasize in words and pictures those points of the writing and article being advertised which will appeal Illustrating most strongly to the individuals which com-Advertisements with pose the group, their technical ability will a Strong count for very little. I am convinced that Group Appeal—a the number of persons who can write or Natural Gift illustrate advertising copy is comparatively small. They must have a natural bent or gift for it, somewhat akin to the reporter's "nose for news." It is certain, however, that experience

natural gift for writing and illustrating copy.

The novel and spectacular can generally be found within the advertiser's organization or in the wares produced. The copy writer who gives the impression that he has created the novel or sen-

and the following of generally accepted standards will develop, intensify, and make more practical a

sational features of the advertising, defeats its purpose.

When the size of an advertisement and what is to be said in it have been determined, the best plan is for the copy writer to make a diagram, is for the copy writer to make a diagram, enclosing the exact amount of space to be advertised used; then indicate that portion which will be reserved for illustration; locate with heavy lines, or letter in, the large display words, in order to get the proper emphasis and balance for the principal points; and finally fill in the intervening spaces with the text matter.

It is a great mistake to believe that, because people remember very little of what they see, an advertisement should consist of very few words. We Brerity remember Dickens' characters because he Necessarily restated their peculiarities again and again, until they were unforgettable. A good story writer grips the reader's attention in the first paragraph and carries it through column after column of interesting matter, all the time burning into his consciousness the points which are to be emphasized.

Display advertisements serve two purposes: (1)
they impress the casual reader, and (2) they put the
buying impulse into the mind of the possible

**Advertisements Must customer. Both kinds must be considered

**Attract and in making a layout. An advertisement

**Desire to needs to be a good one, even if it is to have

**Buy* no more attention than that casually given
to a poster. Small type should be saved for clinching

the buying impulse, for if the reader takes time to read the small type, it means that his curiosity has been aroused by the display features.

The ten tests which follow were formulated for checking up work in our organization. But they will ten Tests be of use to the copy writer, to the retailer of an Ad-who has an advertising manager, to the manufacturer, to the sales manager, and to the salesman.

(1) Is your advertisement institutional? Does it appeal most strongly to the group spirit of the people to whom it is directed? To answer this question one must have complete data as to the tastes, incomes, ideals, purposes, and habits of life of the group which is to be influenced. It also calls for the intelligent scrutiny of the reading pages of those publications which have the largest circulation in that group.

An institution is composed of individuals who have many thoughts in common. The circulation of a successful publication is institutional. The group which reads a single publication, day after day, will unconsciously be influenced by and then accept its institutional viewpoint. A well-managed business house develops an established order of doing things. This makes it institutional in character.

The best copy reflects the institutional quality of the business which it is promoting, and takes cognizance, in its appeal, of the institutional traits of the readers.

bushapurters to the group

Frank Battle

does

called

(2) Is your copy natural? An advertisement should carry over to the reader the individuality of the advertiser. Some publicity fails because the author of it is under the strain of being unnatural. His copy is forced, and does not ring true. A good advertisement is a mental photograph of the policy and principles of the advertiser. The copy writer must be able to interpret the advertiser's personality, and so to express his ideas in print that they are instantly recognized as a sincere message from him. The copy writer who can make his copy carry over to the reader that intangible something which pervades every successful commercial organization is a success.

(3) Is it specific? Unless it possess individuality, an advertisement helps competitors as much as it does the institution which is paying for it. To find out whether or not an advertisement is specific, substitute the name of a competitor. If the advertisement is just as effective, it lacks individuality. A specific advertisement meets conditions squarely as they are, not as they ought to be. It gives a definite reason for wishing the prospective customer's immediate attention, and justifies its existence from the viewpoint of the advertiser.

It should so concentrate attention on the article advertised that the reader will be completely absorbed in and unconsciously obtain a clear idea of the story itself, rather than be impressed merely by the manner in which it has been told. If the eleverness of wording or a too chall aging illustration divert the

BUILDING AND TESTING

reader's attention from the article itself, the adver-

(4) Is it timely? Timely advertising inspires the belief that the advertiser is wide awake. From the general trend of events, successful general advertisers forecast conditions for the various seasons of the year, and make plans months ahead. The retailer should do likewise. It gets much more satisfactory results than will a patchwork campaign constructed from day to day in a hit-or-miss fashion.

Should the advertiser wish to take advantage of some unusual event, it is very easy to substitute a piece of timely copy which will be in harmony both with what has preceded and with what is to follow. In conducting an editorial or a feature campaign, a newspaper is almost sure to create and crystallize a sentiment upon which an advertiser can "cash in" by adapting his copy to the timeliness of the reading pages. Timeliness is offering the public what it wants just when it ought to want it most.

(5) Is it pertinent? An advertisement should be written with due regard to the viewpoint of the purchaser. "How is it made?" does not interest him so much as "What will it do for me?" It is often well to humor pretended motives, or subtly to suggest the real ones. Many a piano is bought for another purpose than to develop the musical talent of a family. The purchase actually marks its social advancement from the breadwinning state to the possession of a recognized luxury.

Now of more of forter en karet

83

Suggestion, the most potent element of personal salesmanship, is utilized no less effectively on the printed page. A father who believes that the possession of a diamond would foster in his daughter a love of display and extravagance will not buy her one; but he might be won over by the suggestion that in no other way could he make so concrete and permanent an expression of the sentiment he entertains for her. It is often a devious mental route which leads to the pursestrings of the public.

- (6) Is it consistent? A consistent advertisement must survive all the previously outlined tests: and it must do more. It must be a perfect link in the chain of the advertiser's selling policy. Consistency calls for cooperation from the advertiser's salespeople. He cannot get this unless he instructs them fully about the purpose of his advertising and the part each is expected to perform in "cashing in" on it. Consistency covers the relationship of the component parts of a campaign to the proposition as a whole. Methods that bring success to one institution are ridiculously useless for another. To exploit a bank in the extravagant superlatives of a circus publicity man would be absurd, and disastrous. On the other hand, some advertisers, fearing to appear undignified or sensational, actually say nothing that is interesting in their announcements.
- (7) Is it persistent? A single advertisement cannot be said to possess the quality of persistency, but it can form a part of and bear out a plan to which

a business has adhered strictly for years. A trademark indicates that each advertisement containing it is one of a series, or that the use of advertising space is the established policy of the house. In no other way can a merchant win confidence or establish so thorough a credit with the public as by advertising prudently and persistently. Confidence is a plant of slow growth, and persistency is its sun, rain, and fertilizer. A persistent advertising campaign covering a period of three years in legitimate publications will seldom fail to produce a "good-will" asset worth at least as much as the amount of money spent for space during that time.

(8) Is it authoritative? The leaders of the masses have one distinguishing characteristic in common—they are confident in affirmation. The advertiser must at all times and under all conditions maintain an authoritative tone. No one believes a man whose advertisements show that he does not believe in himself. Without the reader's confidence, advertising is wasting money.

Yet too wanton an exhibition of self-confidence is dangerous. The public will side with a man who demonstrates his leadership, but it cannot be bull-dozed. The results of advertising are dependent upon the voluntary action of free people; threats, scares, or pessimistic utterances never make friends or customers. Optimism is a confidence-inspiring tonic. The optimist who is tempered by self-control is the successful advertiser.

commany

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(9) Is it plausible? The word "plausible" has been in bad company. Its exact meaning is "to tell a story so that it is most acceptable to the reader." All advertising should serve the reader. Therefore the truth should be plausibly told if in that way the reader can most easily grasp it.

It is not enough that an advertisement tell the truth. The reader must believe before it can bring results. Good advertising copy is 100 per cent. salesmanship, not 125 per cent., which the wise buyer discounts at once, nor 75 per cent., the weak refuge of negatively honest men who endeavor to conceal their own shortcomings by decrying others. One hundred per cent. salesmanship is the ability to state in an interesting and convincing (hence plausible) manner all the desirable features of an article.

(10) Is it sincere? The best advertisement influences the reader to buy, honestly feeling that he or she has acted on his or her own judgment. Sincerity is indicated by the use of simple sentences and terse, frank statements. Clearness of expression, fidelity in illustration, and accuracy in description are the natural reflections of a sincere state of mind. Sincerity cannot be feigned; it must actually exist. Where it does exist, the matter of expression will take care of itself.

REFERENCES ON CHAPTER VIII

Some years ago a host of correspondence schools were offering to teach young men and women how to

write advertisements. One of the special inducements was the promise of a large salary. The opportunities for such salaries do exist. But no correspondence course fits a man for earning one. He must also have experience. So far as I have had experience with them, these schools are worth while. One of the best things a student gets there is the habit of regular, systematic study. Any correspondence course on any subject will do this.

The text-books of the International Correspondence Schools, Scranton, Pa., are particularly accurate and complete, and cover a wide range of technical detail.

"Practical Publicity," 1906 (the Matthews-Northrup Works, Buffalo), by Truman A. DeWeese, is a "work for the advertiser, and is intended to be helpful to every man who has anything to sell and who is ambitious to enlarge the market for his product," to put it in the author's own words. The book is adequate and unusually readable.

CHAPTER IX

APPLICATION OF THE TEN TESTS

IN ORDER to suggest a method of the application of the principles outlined in the previous chapters, and particularly the ten tests given in the previous chapter, I am showing herewith characteristic advertisements of John Wanamaker of Philadelphia, Marshall Field & Company of Chicago, Filene's of Boston, William Taylor & Son of Cleveland, B. Altman & Company, Saks & Company, and Rogers Peet Company of New York City. I have chosen purposely specimens of advertising of houses whose advertising is generally considered to be the best in the retail field.

In each one of these advertisements, which are reproduced from the daily papers, the test of institutionalism is justified by the tone of each advertisement taken as a whole.

Each one of the stores represented has, alism as after years of patient and continuous adver-Embodied in Newspaper Ad- characteristics individual, distinctive, and responsive to a form of announcement that has stood the test of time, and which suggests confidence because of familiarity.

B. Alfman & Co.

have prepared for to-morrow (Thursday)

An Interesting Sale of Women's Summer Blouses

in attractive styles and such desirable lingerie fabrics as batiste, organdie and voile, at the exceptional prices of

\$1.90, \$2.25, \$3.75, \$4.65 & \$6.75

In the regular stock of the Women's Blouse Department will be found Sports Blouses of imported silk Jersey, in all the desirable shades. These Blouses are particularly desirable for golf, tennis, motor and general sports or travel wear.

B. Altman & Co.

The Corset Department

has ready for selection a large and comprehensive assortment of Summer Corsets. made of the thin materials indispensable for warm-weather wear. Among them are Corsets of openwork material, plain and flyured batiste and all-over embroidery; also of extremely light-weight tricot and tricotine. These Corsets are shown in the regular stock at prices ranging from \$1.00 to 15.00 Summer Brassieres and Soutien-gorges, made of net (with shields), cambric, all-over embroidery, silk tricotine, etc., are shown in the regular stock of the Corset Department variously priced at 50c. to \$8.50

FURS, RUGS AND DRAPERIES STORED IN VAULTS ON THE PREMISES

(Telephone 7000 Murray Hill)

Dith Avenue, 34th und 35th Streets, New York.

Today and Tomorrow the last two days for

Men's High & Low Shoes at these reductions

Button, lace and Blucher styles, in patent coltakin, gun metal califakin, black and brown vici kid, and tan Russia calif. And every par made on a new last, especially designed for us, that these Shoes may conform to current feetwear modes and yet be readily distinguishable from the average.

> \$5 High and Low Shoes at \$3.85' \$4 High and Low Shoes at \$2.95

Men's Duster Sale

In our Motor Apparel Dept.—today \$7.00 Dusters at \$4.75

37.00 Dusters at \$4.75

\$12.00 Dusters at \$7.80

Imported pengess in gray and tan and majoirs in medium gray, made in either single or double breasted models.

Very special for today and tomorrow-Men's

\$1.50 Negligee Shirts pleated and plain at 95c

No half-way merit about these values—they are simply great. Made of Madras, percale, crepe and mercerised fabrics, in a splendid assortment of designs and colors

Extraordinary sale today and tomorrow of

Men's \$6.00 Blanket and Terry Bath Robes

at \$2.85

New-not resurrected patterns-but new, snappy merchandise, marked at a special price for a oneday drive. A splendid assortment of designs

Saks & Company

Broadway at 34th Street

All-Silk Posges at 65c a Yard. A labric known for rability, splandid wa

Women's Summer Dresses, Hundreds, in

elimentaled there are immirries enserve—times interrupt the entire stock stell Compares anno must varie follows mas harper stayed and an only time since the said stell, except the said of the said o



a Special Sale at \$10.00

new Wabash Avenus Salesroom for Women's Street Dresses (from \$5.00 to \$25.00) has been open but one week. Yet during that time thou-ands of the women of Chicago have— visited it, drawn here by the excep-tional merchandise being displayed.

SUDIAL METALLA The Ribbon Sale Is at Its Height

ORIENTAL RUGS-

At Prices Hard to Parallel at Any Time

We desire an opportunity to prove to you by aboving the Right the method the pretes we quote are exceedingly low-ex, looking at it been the other wavepont. that the Right servements of his fact the proce. The despise are so end-reduced that the very expression or a room can be changed by shifting the presence of the Right We supportly commend the following

Beam-Bloo Rage, from Elerus, 5 ft by 9 ft, 2 in, of \$40.00, to a magnificant large Marsonshelt at \$1250.00.

Fine China Wedding Gifts At Reduced Prices, \$1.00 to \$25.00.

Pine pieces of Chine from our regular stock been radically reduced for June Wedding

Attractively displayed in our newly located China Section— tower Part. New Item, Variations All descrable pieces are included, from small Olive Dahses to a purce of Drusdem or Sets of Service Plates.

THE FUNE SALE OF DINNER SETS CON-TINGES \$12.00, \$12.72, \$22.00 TO \$100.00

CUT GLASS-LOW PRICED



Sic each. 2d Cream Sola, out handles, \$1.75 est. Vacca, out with diamond point in cent (Snotyation), \$3.50 each.

The Tudor Living Room

350 Japanese Water Colors

Now on Exhibition in our Picture Galleries

The prices are 90c, \$1.00, \$1.35. \$1.34, \$1.79 and \$1.36.

Only Seven Days More of the Clearance of

COWAN FURNITURE

The opportunity for securing pieces of this high grade Purniture at unprecedented prices is rapidly drawng to a close. The wants of the future should be anticipated this week, as the opportunity will probably never be presented again. Furniture for every part of the home is represented.

ANNOUNCING

An enhanced

HIGH GRADE FOOTWEAR which, we can apply say, has never been

Our selarged Sections for Wesser's and Children's Stoom, now presthally completed, was formally apaned side;. This will transport parts the largest, most complete, and must object Wesser's and Children's Store Section in activities.

Included are many new ideas that will

Graduation Gifts
For Boys and Girls.
Tokens of regard that will
be an treasured as the gifts

45c.

of the same and

White Novelty Crops Voile, Yard, 35c. Vouse, Tard, 35c.
As other great White
Geode velsom-correct in
style, weight and finish le
this dainty Ceeps Volle,
with desirable checked effeet. Just the material

Flags for Flag Day



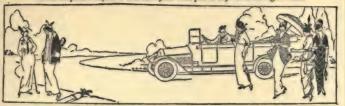
The Newest Ideas in Smart Blouses

Linens for Wedding Gifts. Linears are approxisted as much as any gift the helds receives, for every housewide to proud of her linear chart. The coal recoverations have been made

INFOCCOS AND AND THE PARTY OF T

Special Sale of Bed Spreads Special Sale of Bed Spreads
Imposed Castehury Cristman Bud
Bymada with acalleged edges and Bakter Cris
is match. A large assertiment of perpartners as pask, blue and yallow constitutions
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Better telephone Oxford 1 and have your Furs put in Safe Cold Storage at once



ALL ABOARD FOR SUMMER What are your summer plans-beach, sno ains, or a cool pisses with a turn on the links or

they are, this store stands ready as usual with the

a run in the car for the cooler hours? Whatever

In this progressive specialty store, Summer is a separate sesson, not a "tag-on" to Spring. Our stocks show it. Scan these columns of store news in vain for even a mention of anything that is not entirely summery

Saving Money Is Pleasant, Even on Class Day and Commencement Dresses

Tomorrow one can come into the women's dress abop and buy a charming ageric frack for a Clam Day campus, a white net Commencement dress, or a slik was for a Case Day speed for much less than each dresses usually cost, even

Pleasty of Burnings dresses from well for the demands that June will make

\$15 for \$25 Lingorio Dresses

right clothes at the right price.

The first embroidary-herdered voils drawn so have seen with the very long new tonio. States of moire ribbon.

\$15 for \$25 Not Commencement Dresses

These are the result of some very clover designing. The skirt is a seconstion of Governa-ment shorter than the one above; the unixthese deep "borgers" frills, each is teffeta-

Figured Crope and Velvet Ribbon Made This Unusual Dress at \$15 Only contier drames, we believe, have shown this bardering of long tunic and wide girdle with black velvet ribbon. Mosslo silk-and-cottee this crope in rose, green, blue or black. Usually \$22.50.

\$18.50 for \$25 Crepe de Chine
"Qualker" Dresses
This down is nobable for the new pointed
"Qualer" collar of white organite and the
long box-plained tunic below the lips. Col
libers, groun, brown, blecks and whites.

Women's \$40 New Silk Suits, \$25

The model is the very one we have been selling in moire at \$40. These suits are of faille, in black, navy, blue, light blue and taupe. The fullness of the cost is held in with big silk cords. Long tanic skirt.

\$25 New Blue Cloth Suits at \$15 One is the most successful plain-tailared anciel we have had at ESS. It is of sega, with totton-triumed cost and tunic skirt. The after is very similar to what the Fall softs will in. It is of sega and poplin with long Rus-dun tunic and Popula cost-tail. \$15 Cool Linon Suits for \$10

One has kimous slows cost and long "fishesi" tunic. Another has Medici coller, limed with white pique, and three-tier shirt. WHITE SERGE SUITS are ready at \$1.6

Crest Brand Underwear

Ill not shrink, fits without fulness, and is out to stay up or he shoulder where it belongs. shoulder where it belongs. Women's Crest Brand Union Sults are 30c and more. Women's Creet Brand Vests are 25c and more.

June Sale of Aprons

59c for \$1 Apron Sets Penals, gladion and charactery according one, with my to an

79c for \$1.25 Dress Aprons Fitted parents from aprete feetaning to wristline beliefs; good date fitted at wrist, himses durver, colored university pipes. That

\$1 for New Reversible Dress Aprons one he wase with either side in front, ploing double service; adjustable halt. Made on scenario dross potterm. Show 24 to 16.

\$1.39 for \$1.75 New Crepe Apron Sets & Plane bles. Detecty serges edged with Val. lace. New singest and if pell discress. Gended stone \$4 to 44.

Renova Cleansing 5-Day Garmont Sheating So 1980 To-Stor Clerk Canading Sprin Specials for This Work

Of Castle of the St. Sec. Sec.

Of Castle of the St. Sec. Sec.

Of Castle of the St. Sec. Sec.

Girls' Muslin Dresses

Plowered master tenic dresses edged with fish-eye lace for girls of 5 to 14 are only \$2. Dotted muslin "tyer" reases with low seales, utton from neck to hem. to 14 years \$3. rowing girls of 13 to rears for whom we

Satin Hats Are Gleaming

in the Millinery Shop White estin or blush-core ratio hate, decked with little wings or wound around with a soft push hird-breast.

PANAMAS were never more irresistible. Here are hig and little ones, eashed or winged, all sa cool as they both. KNOX esilors, horse-heir lace buts and soft crope hats are other tohens of Summer in the Millianry Shop. You can pick up a charming Summer but here for supprintingly little. 25 and 27:50.

The "Eleanor Wilson" Cape

has come to the Women's Cast Shop. It is made in the way as the one chosen by the daughter of the Premiers her transmens. Black earlie, lingly with black and white still, tied with long ends that pees around the weigh.

Capes Have Come to Stay

Here are dress capes and sport capes, and capes that can go anywhere; in satin, duvetyne, checks, epongs or

At \$10.75 are tweeds, sargan and shocks, with big cape sleaves; and loose honey-comb spunge supes with short belted front.

At \$15 are wonderfully good develope capes with Romes strips moire weistcosts. Inversem cape costs with sleeves are \$15.50.

Serge costs with removable capes are \$19.7%.

Five-Dollar Tub Skirts

trin. S.
Two atrangers in the Skirt Shop deserve a mention. One
of fine cordaline, with tailored hip-flounce. The other is a
menck lines with long "species" tails. Back is 48.
Other Tub Skirte are \$2 to \$15.50.

Summer Sale of Negligees

Just the cod, comfortable paramete that are indispens when summer role around. We have propared these diff-kinds, one in crops, one in voils, and one in crops do chine.

\$1.50 for \$2 Flowered Crope Kimon Store are 10 to 60 teches. Hann are more or furnished with platted fields.

\$1.95 for \$2.95 Figured Volle Negligees They leak to send that one sendin't find otherwise in them. Dang saller and colls of send and ast-folioù anisanek.

\$5 for \$8.95 Crinkled Crope de Chine Light or dick entire. Lesses, swappy and shapks, with they ple sith follows at coul, and showers.



SOLLLINE T Sami-dress and outing-hats

Many jaunty styles Pric as resonably so the bats are mart and becoming.

Duck, toc to \$1.36 each. Encine and pique, \$1.56 to \$1.56

Ratins and ploye. I.-B. to \$1.56 and \$1.50 and

Girls' hats now 25e and 50e Untrimmed Wide briss

hats that nord but a imitted hand or scarf to make them

band or soul' to many complete for west.
Chips in red and green.
White pearer braids with either fonces of red green, berniccaire or black. Some with literat intage in any roba, however on the Peaner braid in lawy and or black with white brings.

That floor

SILE CLOVES SPECIAL A maker's close-out of two q malities of ciber-length whate nilk gloves turned over

to you beginning today
his a pole, the quality Doublethough Engels
due a pair \$1 quality Doublethough Engels
due waste. Very clustic.
First floor

SIAND-BAGS \$1.88

A special lot of leather Sand-bags will be placed on calc Saturday morung proced \$1.85 instead of \$2.50 rs and black. First fleer

BASEMENT-STORE Offic coats \$1.00 St qualified has 5 to 16 wears Plain navy no, neces gray or red, and pra-one-white checks. Guly sty-five in the lot. Days wash-outed 25 Steen Dig. to 7 years. Plain refers and light and early stropes. However, the Steen S to 54 years. Plain colors to light on dark stripes.

Endah films and pistes de-taloped and praised by ex-ports. Prempt delivery

These \$2 waists above the average

Many attractive styles and a number of new ones added teday.

FOR THE BEAUE A debgitful collection of atking-caps, hate and other beach accessories are dis-played in the teilet-goods costion. The assertment's very complete now, though it won't be advanable to wait long before selecting what

're going to need. Pure rubber caps, He to SL rariety of colors and chases, some with combination of colors. Rubbertsed muses caps. He to ic Many resorm.

Rubbertood olig caps, \$1 to \$8. Men's diving caps, \$0. Bothing-parters. He sad the Pure rubber cashes in different fore, \$1

Enthing-out togs, 25s, 60s, 70s of \$1. First Hose

RIEBONS HOW 190 Odds-and-ends of many styles Qualities up to 35c, aderproced beginning today Plaids, fancy stripes, morre, brocades and flowered ribbons, in a good variety of colors and designs.

MOMEN'S STOCKINGS

Closs-out lats Thread offit, black, white and one colors—66c a pair tastend ! Vic

The tik-Stule black; three pairs for incomed of the a pair blockum-ight deep garter tops high-hed been, toes and soles. First Floor MOMER'S DRION-SUITS

SOr for 65e quality A Special purchase of high-ecight low arch electricas and samions cotts. Since 24, 26 and 23. Scood floor

DEESE LINEN LESS

Beginning today, natural-slor linen at 35c a yard in stead of 65e m added to the June sale.

WHITE WALRUS CREPS An addrtion to the June sale beginning today 50e a yard for a 75e quality Motton weight and 25 inches

Close-out lots of ready-to-

wear garments for women

effort a quick disposal—pre-viding very profitable oppor-function to women scienting suitable opposed for vecation

Transition of the State of the

Remainders of spring mar-chandine are marked at radi-cal underprises in order to sellent a mich discossi- which as the state of \$150-despit-table Back more stitts, \$55.00 for reflect a mick discossi- year.

Phys-box and black compo mbirs. 95 testend of \$10 Comis. 95 70 testend of \$12 50 and \$15-chiefly cheeks and min-teries Type-cling-conto \$18.60 instead of \$05 to \$46.

Men: \$20 for a blue serge suit

with an extra pair of trousers The surt's an always desirable addition to a man's ward-obe and the entra pair of trousers makes the sizel enting suit for summer wear

The extra trousers are workable trousers of Palm Beach click, white with halvides stripes

Fashionable extreme outs for young follows and more studie module for video lines.

Areafo Assets

See Sport Page for additional news from this section

Keeping up the variety in

boys' suits at \$8.50 and \$10

Sine-gaps filled from \$10 and \$13 ranks, giving complete riments and unusual returns for your money. Norfolk suits in colors and cloths for everyday service

I to 17-year state.

Doesn't hot weather make

your boys' needs apparent? er essentials for that Wash-katchorbockers 50c ts 51 a pair Sins 7 to 15 years. Rompers 50c to 51 a pair Stor 156 to 7 years.

boy of yours—stoms grouped for your easy solution.

Boys' and Girls' tennis and playoxfords

Comfortable shees for v estion days are ready for the

Touste sheet
Black or white enguge with
sther toustes.
Black-oten 11% to 2 \$1 a. White-ston 11% to 2 and 3% to 6 \$1.35 a pair

Play-enfords
Stork calf or smobled borne.
leadyone celt noise, and bone.
\$175 a pair—store \$15 to \$1
\$2 a pair—store \$150 to \$2
\$2.55 a pair—store \$16 to \$5
\$500-leakway

FINE WASH-GOODS

Black and white striped voiles are added to the June mie beginning tedny. The prominence of striped veiles this season making the un-derprices of more than or

tile a yard. He quality Three different ourses of sarines of lack width 12 byc a yard 16c quality 97-tuch width Furt Steer

MILT PATTERNS. Butterick fashions for July are on sale in complete size

ranges of patterns. Also The Delineater for July at the a copy Faut flow

A sale of Turkish towels begins Starting today and con-Extra-heavy, blanched, rad or blue made. 20 x 25—regular like towns at like Retra special—aft-white. Direll, requirity bt a descra—\$3 a descen or Re such.

Two lots feary ands, very spe-cial at Sir coch Stop-selfed Stop-s

by the free for

Vacation time's

kodak time Get the most out of sum mer days and ways. Look up the two new he-

Kodah Jr No 1 A-magle less double less \$11

Kodak supplies Films, plates and film-

or camera.

Pitme are in six, eight, ten and broire exponeres.

Pinton in since from 2% x 2% to 5 x 7 inches. Pitm packs in twelve on-powers, store 14, 236, to 5x7 inches.

> Now for the new linoleum you want

lawered prices with plenty for everybody and your choice of a hig variety of new

Imported table
Titing, purportry and wood of-\$1.35 a square yand-regularly \$1.15 a square yard—regularly \$1.00 Sic a square yard-requirity

Printed

Best quality, hard outside—hardwood and title patterns
in large and small designs
ble a square page—commany
for

the a pounts yard-regularly file:

About new outdoor sleeping cots

Built for outld sonfork.
Strong iron collapsible
frames, cell oprings and
head and foot roots. The
prior to \$5.50
We've also propared to footsle
tentioness to \$6 any size but on
the "Press face"



Our hands have been full these last weeks!

Once again our customary business optimism has been justified

In spite of foreboding in some quarters as to the trend of business, we believed that more men and boys than ever would want substantial, stylish clothing at fair prices.

We provided a most liberal stock, liberal even for us; and that means more variety, more ample range of sizes than most clothiers

The month just closed, with its predecessors, has fully justified our optimism -our business has shown a very healthy and satisfactory increase.

So we enter June with new enthusiasm, with renewed confidence that in these days of much exaggeration, substantial quality, generous variety, fair prices and "your money back if you want it,' are more appreciated than ever.

Everything men and boys

ROGERS PEET COMPANY. Three Broadway Stores

at 44 34th St. 13th St. Warren St.

No Skyrocketing Sales

This is just a plan, larger every a, with advantageous opportuni our customers as they arise do out any fussing and make-believe

We find ourselves better off by reason he larger value. If all purchasers had a

Knawledgeoble Idea



Bulletins-from the Women's Fashion Salons

serge onto et 207,00 to \$00 outova-life spekidly blones sents. som dresses et \$0 to 000, vikilja and oder g and allierases. forezzed eth cope dresses at \$0.77 closurage, blon. laxesday, temps and gare

Samples of Neckwear -Hand Embroidered

One a pair the manufatters seek to mostly of the gamest rate, using, ore out of the desir little Metags that you seek to emportant part to a vessel's y are all hand autoritized to the debilled finishing of taking in the Headerman St.

"HIS Summer's cotton fabrics for blotness and dresses

Wonderful Frocks for Little Girls (Special)

Madeira Lunch Seta New as June Roses

IF A STORE HAVE DIFFERENT AND BETTER STOCKS ITS GROWTH IS CERTAIN



Camille, of Baris Benbs a flete Importation

Mid-Summer Millinery in Black and Wihite Distinctive and Original Me Dearing at \$15 (Second Firm Chapter)

Radical Changes in Silk Sports Coats

Low-Priced Dress Lengths
of Summer Silks
Principly the mans ofte that was acting in the little fibration of the control of the

Clocks-a Safe Choice for Wedding Gifts

The rate the day has finding that a tests often to the mean of the has finding that a tests often to the mean of the day of the day

Glove Special

8000 Pair of Wessen's Fabric Gloves at Sic to Sic Describe from every point, these gloves are of the free most decisionals this cases.

Fresh New Rugs for Porch and Bungalow

The Blankets Our Boys Are Using in Mexico

This Fine Furniture Is So Easy to Buy!

The Indiana, is a new throughout the control of the control on bother in it includes on the control of the co

A Vital Question About China Sets is-



Now for Great Savings in Women's and Girls' Summer Clothing in the Store on the Subway Floor

Weenin's and young women's Summer clothing of all enough to insure it. All sarments in the latest styles an
sorts assembled for a great day's business and priced low assessable to the minute.
Smith At 16 -y Wesser's and At \$16-About 76 coults, At \$2.70-00 the counts, At 756 - 200 girler, Nanety 1000 Front At 100-00 At 756 - 200 girler, Nanety 1000 Front At 100-00 At 756 - 200 girler, Nanety 1000 Front At 100-00 At 756 - 200 girler, Nanety 1000 Front At 100-00 At 756 - 200 girler, Nanety 1000 Front At 100-00 At 10
of crupe olds), blick and have checks, all of the new full head with page to cloth and county, mently and hances, in large to Al Ste - delety into the checks, well-pages (on model) and county in the county of the
with poss of ergres, some Al 65.— Wenner's and amount outs, white bottom, olivin hands white well made with line that past and past low with made overshirts; over young women's coals for same white bottom, olivin hands white well made with low cache as among which are a number of all and other than other other and the cache as
At 111.50 - 100 coins now evening shades measurement from the dropped shades and the dropped shades are dropped shades and the dropped shades and the dropped shades are dropped shades are dropped shades and dropped shades are dropped shades and dr
entings of a high grade, in carpon and o h s h h s s and a h s h s s and a h s s h s s s and a h s s h s s s and a h s s h s s s and a s and
women's deep. AFTH. AS THE ASSESSMENT OF THE STATE OF TH
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or no s 's a high young ray of Arman organization common state. Al Ha-46 dis comp of the locations, all contains the contains and contains the cont

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It does not require a very broad knowledge of human nature for one to decide, after reading each one of these advertisements, the general characteristics of the typical person that trades at each one of the stores. Even the institutional characteristics of the cities themselves are reflected in the manner of approach.

For instance, New England's thrifty and educational character is suggested in the Filene's adver-

tisement in the words, "Saving Money is
CharacterPleasant even on Class Day and Commenceistics as
Portrayed
in AdWilliam Taylor & Son's advertisement is a
vertisements
subtle reminder of the beautiful street which
has made Cleveland famous all over the world.

Where else but in Philadelphia would you expect the importations of Camille of Paris and "Radical Changes in Silk Sports Coats" to be in close juxtaposition with "Low Price Dress Lengths?"

What is more characteristic of the Chicago spirit than the statement in the Marshall Field Company advertisement that the "New Wabash Avenue Salesroom for Women's Street Dresses has been open but one week. Yet during that time thousands of women of Chicago have visited this addition."

Good
Examples
of Advertisements
of B. Altman & Company is characteristic of
That Are
Natural
Fifth Avenue, New York. The announcement of Saks & Company and Rogers Peet
Company breathe the spirit of the "great white

way." All of these advertisements are institutional in reflecting the spirit of the city in which they are located, the group spirit of the particular classes to which the store appeals, the institutional spirit of the store itself, and its attitude toward that portion of the public which it sells.

These ten tests blend into each other, and the fact that each one of these announcements is in harmony with the policy of the store justifies test No. 2— "Is it natural?"

Most advertisements that represent good constructive work fail of their complete mission in being equally valuable for competitors by simply changing the name of the advertiser. Each one of these advertisements on the contrary fulfil test No. 3—"Is it specific?" All of them give description and prices, with the exception of Rogers Peet Company, which, however, places due emphasis on the one thing in the advertisement which could not be said of any other concern, and that is "Three Broadway Stores."

Test No. 4—"Is it timely?"—applies with special force to every one of the announcements. The student of advertising can well afford to study each one carefully in order to determine what great value is placed on timeliness by those conspicuously successful advertisers.

The same is true of test No. 5—"Is it pertinent?" Everybody knows that each one of the houses whose advertisements we have reproduced is in business

to make money, but in every one of its announcements the particular thought that is most prominently

Written from the favore's Point of View ments which are the mainspring of action and control the expenditure of money more often than reason or logic.

To fairly apply test No. 6—"Is it consistent?"—to each one of these advertisements, it would be neces-

sary to visit the stores and see how the salesConstitutes people back up the advertisement, to note how
Consistent
Advertising
the store in the matter of adjusting complaints, to check up carefully how the merchandise itself makes good on what has been claimed for it.

In every one of these announcements consistency is shown in illustrations, typography, and diction, and there can be little doubt that in institutions so well managed, where every detail is so thoroughly thought out in advance for the best interest of the consumer, the space given to each department bears its consistent relation to the business as a whole.

In applying test No. 7—"Is it persistent?"—we are confronted with the difficulty that no one advertisement can justify this test.

However, persistency is suggested in each one of these announcements in the trademark signature or heading which is individual and characteristic of the house.

Persistency unconsciously is impressed on the reader's mind every time he sees an announcement of a house following any that he has read before.

My readers will agree with me, I am sure, that test No. 8—"Is it authoritative?"—and test No. 9—"Is it plausible?"—are fulfilled without question in each one of these announcements.

The same is true of test No. 10—"Is it sincere?" All of these houses have a reputation all over the United States for being sound in their merchandising methods and scrupulously careful in making claims that are absolutely backed up by the merchandise.

One of the paradoxes in advertising is the fact that the store of B. Altman & Company, at ThirtySincerity fourth Street and Fifth Avenue, New York, in Advertising Is
Illustrated knows it is Altman's store.

by Altman B. Altman, who is no longer living in the flesh, dominates the policy of this house in the fundamental principles of sound merchandising which he established during a busy and thoroughly useful life.

The advertising of the house of B. Altman & Company will deserve careful study from those who believe as I do, that advertising in its true mission is an expression of the salesmanship which best serves the buyer.

Altman's advertising has been criticised as too dignified and lacking in many of the essentials which are supposed to be characteristic of the most successful advertising copy. Yet for the particular

Altman group it can well be questioned whether there is any other form of announcement better suited to the purchaser.

From magazine advertisements I have selected a number for reproduction and comment in the appli-

The Ten cation of the tests, but regret very much Tests Ap-that it is utterly impossible to cover the plied to Magazine field in anything like the thorough manner Advertising that I would wish to do.

I have refrained from reproducing or commenting on any advertisements with which I have had anything to do in the production or handling.



The first Ingersall watch advertisement, 1893 (Actual size)

Mr. William H. Ingersoll, of Robert Ingersoll & Brothers, has favored me with a copy of the first advertisement which his house put out in New Watch 1893; also with a full page in the Saturday Demand Was Cresulted Demand Evening Post on November 2, 1912, which in his judgment represents the best advertisement that they ever published.

The history of the Ingersoll Watch is particularly interesting because a new field was opened up and thoroughly occupied.

No one who is in position to speak authoritatively claims that the sale of the Ingersoll watches in any way has interfered with those of a higher price.

Many own and use an Ingersoll watch for hunting, fishing, and other purposes where they do not care to risk the loss or misuse of a piece of higher priced mechanism.

In the first advertisement of the Ingersoll watches there was much to be desired. Applying the ten tests to the full page all of them will be found to be justified.

Each one of these ten tests can be applied with satisfaction to the magazine advertisements of the following concerns:

In the Eastman Kodak Company announcement, the broad, universal, constant appeal of the kodak The Secret is beautifully expressed, but coupled with it is of Success an immediate sales-impelling suggestion that In Eastman Kodak must produce definite, positive business.

Advertising Almost everybody is constantly confronted with the necessity of deciding what to give in the way of a wedding present, and this assistance on the part of the Eastman Kodak Company in helping one make up his mind is service indeed.

In the Old Dutch Cleanser announcement the sales talk of specialty men calling on the retail trade, house-

Keeping to-house canvassers, and store demonstrators the Demand is all revived by the prominent reproduction Active for Old Dutch of package.

Cleanser At the same time the reference to definite, specific information on the package means the in-

100 ADVERTISING—SELLING THE CONSUMER

creased use of Old Dutch Cleanser in homes where at the present time it may be bought and used for only one purpose.

The American Telephone and Telegraph Company advertisement is specially good for its obvious purpose.

Advertising It stands to reason that competition in to Enhance telephone systems is not service to the ulti-Confidence mate buyer if rates are reasonable and the scope of service is continually increased. As long as the American Telephone and Telegraph Company indicates in its announcements that it desires to give service to the public, the people generally are more likely to feel that it is sincere in that purpose than if it said nothing about it or maintained a dignified silence on the subject.

The general effect of the Swift magazine advertisement is particularly good, though as a rule I am Focusing afraid of white letters on black background Demand on when used other than in a brief heading Swift's Premium where the letters are large. Legibility is always sacrificed to some degree at least.

The information in this advertisement is valuable to the housewives, and the specific point is bound to influence the buyer to more particularly specify Swift's Premium Ham than to simply say she wants The Subtle some good ham.

Handling of Hydraulic Press Brick advertisement Hydraulic Press Brick deals with a ticklish subject in a very frank, Advertising straightforward manner. The expression of confidence on the part of the Hydraulic Press Brick

The Watch that made the Dollar Famous











4 Models Ingersoll Watches

Thurty million Americans have bought and timed their lives by the Ingersoll watch. More than half of all the watches now made in this country are Ingersolls,—14,000 every day.

By sheer force of utility the Ingersoll has overcome the incredulity that naturally attaches to low price and has been adopted into every nook and corner of American life.

Side by side with such men as Thomas Edison and Glenn Curtiss, the street urchin, the business man, the clerk, the school-child and the laborer mark time with the Ingersoll. All find it sufficient for practical needs.

People now pride themselves on buying satisfactory watch service at the lowest cost. To wear an Ingered thas become a badge of thrift and enlightened recognition of today's mechanical attainments. There is an Ingered lot every me. The four models shown on this page take care of the needs of men and boys who want ascall, this watches. The "Midget" at \$2.00 is being adopted by our nation of women and is the most satisfactory of all watches for gifts and hittle boys.

Ingersoil watches are sold in every town and hamlet by over 60,000 dealers. Booklet free.

80,000 dealers. Booklet free. Robt. H. Ingersoll & Bro., 21 Ashland Bldg., New York







The Midget - the watch for a woman's handbag and a child's pocket













OF all the gifts that fit the wedding day,—none so timely as the one that provides the means for telling the picture story of that day,—

A Kodak

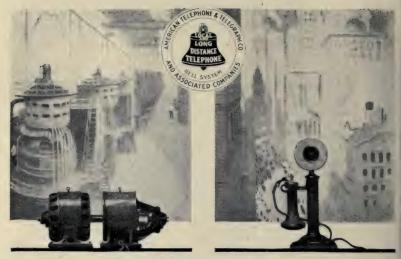
If it isn't an Eastman, it isn't a Kodak.

EASTMAN KODAK COMPANY,

Catalogue free at your dealer's,

ROCHESTER, N. Y., The Kodak City.





The Energizer of Business

IN a metropolitan power-house there must be generators large enough to furnish millions of lights and provide electrical current for thousands of cars and factories

Each monster machine with the power of tens of thousands of horses is energized by an unobtrusive little dynamo, which is technically known as an "exciter."

This exciter by its electric impulse through all the coils of the

generator brings the whole mechanism into life and activity.

A similar service is performed for the great agencies of business and industry by the telephones of the Bell System. They carry the currents of communication everywhere to energize our intricate social and business mechanism.

United for universal service, Bell Telephones give maximum efficiency to the big generators of production and commerce.

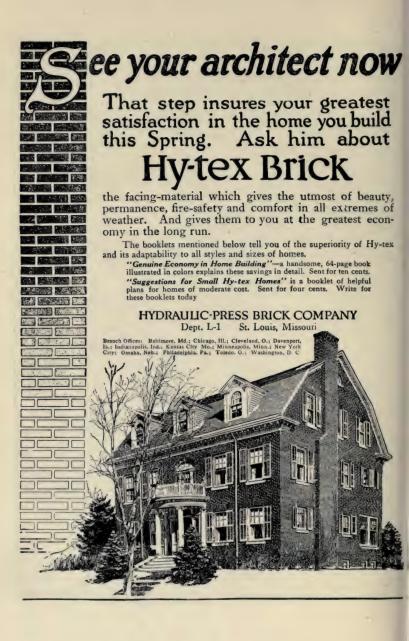
AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy

One System

Universal Service







"Why, John, you said it was an old house!"

"And so it is. But the painter has been at work. That's the difference."

A house is only as old as it looks. A house painted in colors tastefully selected and with paint mixed of

Dutch Boy White Lead

and Dutch Boy linseed oil looks new, and long retains that look of freshness. Such paint wears long and smoothly, without cracking and scaling. Consult your painter as John did his. Make your house new. No other improvement so satisfactory can be made for the same money.

Write for our Paint Adviser No. 153-a group of helps, Free



New York Boston
Buffaio Chicago
(John T. Lewis & Bros Co., Philadelphia)

Cincinnati Cieveland
San Francisco St. Louis
National Lead & Oil Co., Pittsburgh)

10% More for Your Money

Quaker Oats is now put up also in a 25-cent size, nearly three times as large as the 10-cent size. By saving in packing it offers you 10 per cent more for your money. See how long it lasts.



That Quaker Oats Aroma

The very aroma of Quaker Oats tells its exquisite flavor. You know before you taste it that there's choiceness in this dish.

Only the big grains yield that aroma. And, without the Quaker process, it could never be kept intact.

That's why Quaker Oats is distinctive.

We get that flavor and we preserve it. We discard all the grains which lack it, so the flavor is never diluted.

If you enjoy it, you can always get it by simply saying "Quaker." And without any extra price.

uaker Oats

Rolled from the Largest Grains

We get but ten pounds of Quaker Oats from a bushel, because of this selection. But those are the luscious flakes. The others are good enough for horses, but not for boys and girls.

We started to do that 25 years ago, and the fame of this flavor spread. Now a hundred nations send here to get Quaker Oats. And millions of children of every clime enjoy it every morning.

Quaker Oats, as an energy food, excels anything clse you know. It

abounds in the elements needed for brains and nerves. It is known as "the food of foods". It is known as the food of the food

Serve Quaker Oats in large dishes. Small servings are not sufficient to show in full its vim-producing power.

10c and 25c per Package

Except in far West and South The large 25-cent package gives ten per cent more for the money

The Quaker Oals Company



"No More Darning for You, Mother-

This Holeproof Six Months' Guarantee Settles That"

ADAM, why does your family wear stockings and socks that need darning every week? Here is hossery that doesn't need darning - socks and stockings for men, women, children and infants.

Six pairs of Hoteproof will wear half a year without holes or tears. That is guaranteed. If any of the six pairs fail in that time we will replace them with new hose free. Tell your family about them. They don't want you to darn for them. of them likes the discomfort of darned hose.

For 14 years hundreds of thousands of people have worn no other hosiery than Holeproof.

More than 1,000,000 people ask for Holeproof today in thousands of stores in the United States.

For 14 Years

Europe is sending for thousands of boxes. And we are operating a factory in Canada.

We go to extremes to get the finest materials. We use the world's highest-priced cotton yarns. We could buy yarns in this country for less than half what we pay.

But we use yarn of an extra-long fibre which means pliability, light weight, softness and strength. No other yarn permits better style. And we produce Holeproofs in all the smartest shades

Sold Everywhere

The genuine Holegouskaars sold my sput torm. We'll send the doarent names on request, or shall give to where there's no dealer name, charge-people on recept of remittance. We make Holegousk for men a We have the beaver sengths for suntart. You will never have now more during to doors soon group fear the reasonable Holegouskay. White for the free book that tells all about Holegouskay. White for the free book that tells all about Holegouskay.

HOLEPROOF HOSIERY COMPANY, Milwankoo, Wisconsin Hairproof Hosery Cu. of Canada, Ltd. London Cav. In Hairproof Hosery Cu. 10 Charch Allry Loverpool. Engand



For Women Fig. 1 and style, these are the finest ship there produced Made in all lengths, used colors.

FOR WOMEN
FOR WOMEN



f is the little personal touches about a home that count. The artistic hanging of a drapery, the harmonious grouping of furniture, the sunny freshness of a newly washed curtain, the glowing cleanness of ormanents and brice-abrae-wout hings as these help make home homelike and show not merely industry on the part of the housekeeper but a knack of properly caring for fine things. ed to its simplest form, this knack of keeping silver, china, linens, laces, upholstery, etc., at their best is nothing can a knowledge of the possibilities of Ivory Soap.

Of course, special hints, sometimes are helpful, such as the directions below for rehanging a lace door panel. But the one thing necessary is to realize how many things ordinarily never attempted with soap may be accomplished to entire satisfaction with the mild, pure Ivoyz. Booklet of Unusual Ivory Soap Recipes Free

To suggest some of these unusual uses we have compiled a booklet of about 100 recipes received from various sources. These recipes will be found exceedingly interesting and exceedingly interesting and exceedingly interesting to the control of the

wash the glass in the door. Then wash the lace in the usual way in a good ater. Rinse well; then starch. Slip in rods while panel is wet, place in id let "dry. This prevents shrinking and makes the panel look like new.

IVORY SOAP.



99# PURE

Spring for



Styles men

You are going to see some interesting things in our clothes for spring

FOR \$25 and upward, you can buy clothes made from imported fabrics which formerly cost you considerably more. We are combining better fabrics with our fine tailoring at no increase in price.

The finest imported weaves which have heretofore been used for the costliest custom tailoring are available to us under the new tariff law. Stripes, plaids, black and whites, and gray and whites are some of the principal effects. Decorations are mostly in silk.

Style features of the new season are simple, yet striking. In young men's clothes, they follow the shape of the figure; no padding; wider lapels and collars; shorter coats, smaller sleeves, narrow shoulders, softer draping. Men's styles, while more conservative, tend in the same direction.

In our Style Book for spring, you will see all the new styles portrayed in a series of artistic and interesting pictures; you can ascertain where, in your city or town, our clothes may be seen and bought.

The Style Book will be ready about March 1st. The illustration above, a drawing by Edward Penfield, will be shown in colors on the cover of the book. If you desure a copy, send your name.

Hart Schaffner & Marx

Good Clothes Makers

Chicago

Foreign Offices

New York

4", Brewer Street, Golden Square, W. Lundon, England



Water, Steam, Warm Air

years from the date of purchase we agree to return the money paid us and transportation charges both ways. There is You will be amazed at the high quality heating plants we supply for the rock bottom prices we ask. Our new free book will convince you that it pays to your heating plant fail in any way to give perfect satisfaction any time within two deal direct with us, that it means greatest value, greatest satisfaction, and strongest guarantee of perfect service. You take no risk whatever. Should

Stronger Guarantee

We have put the quality into our heating plants to back up our two-year guarantee.

Get our book if only as a guide to the right quality and the right price. Please mail coupon, checking the system of heating Mail Coupon Now that interests you most. Address

SEARS, ROEBUCK AND CO.. Chicago

Please mail me your Heating Plant Book No. 73F6 I have checked the system that interests me most. It is understood that this places me under no obligation to you. Sears, Roebuck and Co., Chicago. Steam Hot Water

Address Name

City

that makes it easy for us to guarantee quotes prices that make the services of this store doubly attractive to our absolute satisfaction in every way. merchandise of a quality I is ready. It contains THE new Baby Book

previous Baby Books you will need no If you have received copies of our urging to write for this new edition.

customers.

before received "The prised with the lave never you will be pleasantly surtion which we vou free and and want to send Baby Book, Spring Summer postpaid.

Please ask for Baby Book No. 66W86. (Mailed in a plain envelope.)

Sears, Roebuck and Co. Baby Merchandise Dept. lya Conevan/

Chicago



Our Folks Market a story of the last of The es reportant
the Taylor Rock
\$1 yle Rock
effer many bargame like theser

"NATIONAL" Faiter Made State are shown in a separate Still Feeble constanting faither of \$1 for her exist. The Still Routes is not specific for receiver (NATIONAL" Still Ston. So, the second notes constally the special state feeble state for the special state feesing secil, but only when a state for constally. Mede to \$1005 to \$35 Samples of Major

Every "RATIONAL" garment has the "HATIONAL" dearests that the control of the control of the vetter and parameter of administrative to pre-sade we will relead your money and pay express claries both ways. We propay postage and expressage on all our goods to any part of the fighted flates. - The "NATIONAL" Policy -



HATTOHAL CLOAE & SUIT CO., 296 W. 346 St., New York Cap Please send me, fece, my capy of the "NATIONAL" Pall Style Book MAIL THIS COUPON NOW!

Are rest interested in metric if the new Talles Made Shim the Falls And rise with the time to med you, ingesting with hydrox "WATIONAL". Manney many less the forest life increase illustrates of "WATIONAL" indexes the mean way in the forest life increase illustrates of "WATIONAL" indexes to the many less than the control of the control At the same time we will send you complete of becoming new Publi Maters her Tailer Made South it you team here colors you prefet.

General Catalog, just write "Gasoline Engines" on a postal card and also request our free Catalog No. 73F71 urn to the gasoline engine nages of our new big General Latalog, see our complete line new big every purpose. 95; 4.11. P., \$29,95; 2-11.1 95; 4-11. P., \$72,95; 6-11.1



The Economy is the simplest engine on the market. It has lewer parts, is easier to operate and is guaranteed to give as good service for as many years as any other make, regardless price.

> Our low prices are the result modern methods of manu

back at any time if you are not perfectly satisfied, and our enutation for fair and square dealing make you sure of the quality of Economy Engines. The following prices enable you to buy a large and a small conomy engine for less than the price of one ordinary

direct from factory selling

facture, enormous output Our guarantee, If you need a gasoline engine, you will purchase an Economy if you investigate thoroughly, because you cannot find its equal at anywhere near the price we ask,



Sears, Roebuck and Co., Chicago

Whire Poch





Are You Loafing On Yourself?



PERHAPS you are "loafing on yourself" without realizing it. The man who "dreams" about a higher position is a "self-loafer."

It is an absolute fact that the most difficult problem of the greatest employers in the world is to secure men for big positions.

Marshall Field, one of the greatest merchants in the world, publicly claimed that his greatest difficulty was to secure trained men capable of filling positions paying \$25,000 a year.

It is all the matter of training, not dreaming

We can give you proved records of thousands of men who have climbed from the dreamer's class to the director's class through the training of the International Correspondence Schools. We will show you how to do it.

Whether you live in the flood-wrecked city of Nome, Alaska -in a sun-baked adobe cabin of Arizona or in the great commercial centers, the I. C. S. will show you how to improve your position and increase your salary.

All we ask you to do is to sign and mail the I. C. S. coupon as directed. This places you under no obligation. It samply brings to you FREE information how to secure the training that has made the success of thousands of men who thought they were "down and out."

Mark and mail the coupon today

Salesmanship Electrical Lingineer Liec Lighting Supt. Electric Wireman Telephone Lapert Hulding Contractor Architestaral Definan Streamal Lapert Hulding Lapert Hulding Definan Mechan, Lingineer Mechan, Lingineer Streamal Mechan, Lingineer Streamal Mining Longither Streamal Mining Longither Frank Physics Stream Mechan Mining Longither Frank Physics Longither Frank Physics Longither Longith	Civil Service Railway Mai Circk Brook keeping Window Trimming Show Carel Writing Show Carel Writing Advertish Painting Commercal Hustrating Industrial Howkening Antennolis Renning Teacher Teacher Teacher Aggientism Huge Hunding Antennolis Hu
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INTERNATIONAL CORRESPONDENCE COMORIC

Company in putting it up to the architect is bound to impress the architect is rably. The service idea in offering genuine information in the booklets is a very subtle and commendable appeal to the good-will of the house builders.

In the National Lead advertisement a most effective appeal to sentiment has been made. The

National Lead Company is fortunate in the sentine having a deep-seated prejudice in the ment by National Lead country in favor of lead and oil as against mixed paints. To maintain this sentiment and create an impression of being willing to give valuable advice when requested is good business judgment, and the results are unquestionably shown in the sales of the National Lead Company

The Quaker Oats advertisement deserves special commendation. The economy of the 25-cent size is prominently brought out, but there is no Advertise-sacrifice to the appetizing suggestion of good ment Is Well oats well cooked. In the fine type in the small paragraphs strong points that have been prominently displayed in previous advertisements are reiterated, and the cumulative effect, which is one of the most valuable assets of all advertising campaigns, is given additional impetus thereby.

The Holeproof Hosiery announcement is unusually effective in the use of the illustration. The fact that holeproof hosiery is made for men and women, with

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especial emphasis on women, is brought out with two female figures in connection with that of one figure of the man.

The Ivory Soap advertisement is interesting in having so much space given to the illustration.

The problem of marketing a 5-cent soap is to continually create the atmosphere of quality to counter-

How Ivory Soap CreSoap CreThe Procter & Gamble Company has unates Quality doubtedly shown great wisdom in the care by Fine given to illustrations. In this particular advertisement illustration and text are both strengthened by being used together rather than by giving all the space to one feature alone. The title of the booklet itself suggests greater service to people who are already using Ivory Soap, but might not be conscious that they could use it for other purposes than that for which they bought it.

The Hart, Schaffner & Marx advertisement is an interesting departure from the style which was original with this house, and has been mainof Art Work tained many years in showing ideal figures in Hart, Schaffner & Marx clothes that showed wrinkles and creases Advertising as they would appear when worn by a well-behaved human being.

The mail-order idea of giving more information to people who specially ask for it is the keynote of this particular advertisement. The effect of a fine stylebook sent out to all who ask for it is far reaching. Inquiries coming from high-class prospects handed to the traveling salesmen, and properly used by them The Mail- in talking to local dealers, are bound to order Idea largely increase the dealers' own efforts to in General Publicity make use of the advertising helps which Advertising Hart, Schaffner & Marx sell their agents. I use the word "sell" because this house sensibly takes the ground that advertising material which is given away free is valued accordingly. A fair price to partially cover the cost of production is the best assurance that the dealer will make the most effective use of it.

In the mail-order line, I have reproduced three Sears, Roebuck & Company announcements (which indicate the wide scope covered by this on Mail-most successful mail-order institution) and order Advertisements of the National Cloak & Suit Company.

The latter makes the most of the word "National" and also of its New York City location, which with a large group of buyers stands for that intangible something called style.

The Sears-Roebuck announcements are characteristic in the fact that the successful mail-order house seeks more than anything else to get the catalogue, which is the real salesman, into the hands of the people who have been induced to express a desire to possess it.

I have reproduced only one outdoor advertisement, and that is the White Rock electric sign, which

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Mr. O. J. Gude told me was the best thing that had ever been done in that line.

Applying the Ten tests to an electric sign, a bulletin, or a Tests to Outdoor poster, I recommend making the attempt for Advertising reasons previously given.

Taking this electric sign, the White Rock for instance, the first test—"Is it institutional?"—is jus-

tified by the fact that this advertisement White Rock was placed on Long Acre Square, the night Electric centre of New York City, the place to which Measures come the largest number of free spenders Up to the Ten Tests from all over the United States.

White Rock as a trademark has been associated with sales talks and educational advertising all over the United States. Its reproduction here reiterates, reaffirms, and reinforces all that has been said about it. The night life of New York City is an institution in itself, and the White Rock sign, with its brilliant light, is in full harmony with this institutional spirit.

The advertisement is natural (test No. 2). The big words "White Rock" and the suggestion of moving water are double embodiments of this idea.

This electric sign is specific (test No. 3) because the White Rock trademark in its peculiar, distinctive form is accurately reproduced.

It is certainly timely (test No. 4), for when two hundred thousand or more people are out on the street in a money-spending mental attitude, it is a good time to remind them that White Rock is a good thing to spend money on.

It is pertinent (test No. 5), because White Rock appeals to the men who imbibe spirits in suggesting a high-ball, and also to the people who want to drink something else that does not seem cheap or puritanical.

It is a consistent (test No. 6) announcement, in every way reflecting the spirit of the water itself, and the consuming group to which it belongs.

The suggestion of persistency (test No 7), of authority (test No. 8), of plausibility (test No. 9), and sincerity (test No. 10) are all contained in largeness, dominance, and location of the sign taken as a whole.

The sincerity of an institution that would spend so much money to tell the story in the way that it is done in this electric sign cannot be open to question. The story is certainly plausibly told, because the association of the phrase with the clock makes the broadness of the suggestion of "all time" more acceptable than if the clock itself were not displayed.

Authority is suggested in the bold, aggressive manner in which the sign itself stands out as against all other placards claiming attention, and persistency is suggested in the accurate reproduction of the trademark itself.

There can be no question that the orderly and sys-

tematic application of these ten tests to any piece of The Ten printed matter, or any announcement of Tests Apply any kind, displayed in newspapers, magato Almost Every Kind zines, or outdoors, would result in more care of being given to the work, and more thought along the line of serving the final buyer, and hence, bound to benefit the advertiser's business as a whole.

CHAPTER X

ADVERTISING AND SELLING THROUGH THE ORDINARY CHANNELS OF TRADE

BROADLY speaking, there are five recognized routes by which merchandise travels from the man who makes it to the consumer.

Perhaps the most important are: from manufacturer to wholesaler or jobber, from the wholesaler to the retailer, and from him to the consumer.

The place of the retailer in the distributive chain is universally conceded. Mail-order successes prove

that many kinds of goods can be marketed Retailer—by mail; but the retailer will always handle the Biggest Link in the bulk of the supply of the American Merchan-family.

His stock is complete, if he be progressive and easy of access. Merchandise can be seen before it is purchased. Very often the credit which the retailer can extend is a real service, which brings him a goodly share of the business of his trade territory.

The position of the wholesaler may not be so clearly defined. At first glance it might seem that the toll he exacts would better be taken from the sell-

ing price and his service dispensed with. It would not pay, generally. He has a function, and is in-

dispensable in most cases. He keeps a finger Functions on the pulse of local conditions. The manuof the Wholesaler facturer can afford to sell him at less than the price to the retailer, for the service he renders could not be duplicated by the manufacturer for the differential he allows the jobber.

The wholesaler buys in much larger quantities than the ordinary retailer does. He relieves the manufacturer of all work and detail in connection with credits and selling small orders and collecting small accounts. He pays for what he buys and assumes entire responsibility for his own sales. He is particularly indispensable to the manufacturer of an article of comparatively small consumption. The volume of sales to each retailer is so small that it would be foolish for the manufacturer to do business with individual retailers, either direct or through salesmen.

The wholesaler is of great value to the retailer who is doing business on a small amount of capital.

His stock is large. Retailers in his territory Wholesaler can draw upon it and get the goods at once; as an Aid to so that it is not necessary that they cumber the Retailer their small space with large quantities of each of the lines they handle. He is safe in granting

credit, because he is on the ground and knows the retailer's financial status.

Some manufacturers selling privately branded

goods in staple lines of steady consumption give the exclusive sale of same to one jobber in a territory.

The This gets more coöperation from the jobber, Exclusive for if he has the right kind of a contract, Jobber Plan he is building for himself as well as for the manufacturer. The exclusive jobber plan has been successful, especially when supported by general advertising. Specialties of small consumption have never been marketed advantageously through exclusive jobbers; this method is feasible only when it is possible to divert an established demand to an advertised, trademarked brand. It will not create a market for a novelty. It would not do for an unbranded article.

Most manufacturers sell to all reputable jobbers. They cannot expect them to put any special effort

The into selling their goods, because the jobber Advertiser specializes on distributing, and is not equipped for creative selling. It is, therethe Jobber the Jobber or create his own market—by advertising to the consumer, by interesting the dealer with specialty work, and by trade journal publicity.

Some manufacturers will put up goods under jobbers' private brands. But it militates against the manufacturer who wants to sell his own brands, and the one who sells bulk goods. It is, nevertheless, legitimate competition.

Many manufacturers sell direct to the retailer. It is hardly amiss to include in this classification the

manufacturers who maintain an extensive selling force to solicit the dealer direct. The orders which selling the specialty salesmen get are filled through the wholesaler, who takes over the accounts. He can fill the orders more promptly, he is better equipped for looking after repeats, and he assumes the retailers' accounts. These functions make his service worth while to the consumer, re-

Almost all manufacturers of national products employing the wholesaler do some specialty work on retailers at their own expense.

tailer, and manufacturer.

The manufacturer who sells through an exclusive dealer eliminates the wholesaler.

Selling direct to all dealers can scarcely be said to lower the price to the consumer, or lower his own selling cost, or even to increase the retailers' profit. The manufacturer must take care of more detail in his office, must increase his traveling sales expenses in most cases, and must assume responsibility for retailers' accounts, which means more bad debts.

He may sell to retailers direct or through salesmen, and pocket the wholesaler's commission; but if he is after volume and big business, I doubt if he would save money by doing without a wholesaler.

Reasons for Selling gives the manufacturer a more intimate knowledge of selling conditions, a closer grip on his own business. It gives him the master's share, and the power to extend substantial cooperation, if

his product is good and his organization able to justify the sales expense by keeping up the steady sales incident to such expenditure.

Some manufacturers sell to both retailers and wholesalers. But if they sell a retailer in the logical trade territory of a wholesaler to whom they have also sold, there will surely be friction. To sell the retailer at less than the wholesaler's regular price to him is not in accordance with the ethics of the trade.

Large retail stores that go direct to a manufacturer and demand wholesale prices are another problem, if the latter is committed to the general policy of selling to wholesalers.

The third channel is through a third middleman, the manufacturer's agent, broker, importer, or exporter,

The Third as the case may be. He buys from the Middleman manufacturer and sells to the wholesaler,

—Agent, Broker, who sells to the retailer, and the retailer

Importer, sells to the consumer.

The functions of the importer and exporter are fundamental. He gets goods from foreign countries and ships domestic products to markets where they can be sold. Only the largest and most complete wholesale or retail establishments are able, in their own organization, to take care of the particular service of the specialist importer or exporter. He sells to the wholesaler. He is seldom equipped for going direct to the retailer or the consumer. His margin of profit is small; volume is vital to his existence. Small sales do not interest him.

"Merchandise broker," and "manufacturer's agent," are practically synonymous terms. The merchandise broker differs from the importer Agent or exporter mainly in that his work is intra-Practically national instead of inter-national. He is the manufacturer's exclusive representative for a certain field. In this field he represents from two or three to fifty different non-conflicting producers. His margin of profit is smaller than that accorded the wholesaler; he is after volume. He makes it possible for the manufacturer more nearly to approximate a unit system of distribution.

The manufacturer's broker carries on most of the negotiations with wholesalers. All difficulties are referred to him for adjustment. He may have much to do with framing the general policy for his territory. He comes nearer than any other member of the distributive family (save the representative on salary from headquarters) to representing the manufacturer direct.

The broker seldom goes straight to the retailer. His commission will not permit it. He must go to The Broker the wholesaler, where each order means big Sells the business. If he does any work at all on re-Wholesaler tailers, it is for the purpose of influencing demand upon the wholesaler. Progressive firms which employ a broker and want to get the maximum volume of sales allow him to engage a specified number of specialty men; or they send specialty men to work for a time under the direction of the broker.

These men call on retailers and stimulate demand upon the wholesalers by whatever arguments of merit, advertising, profit, or special coöperation seem best.

House-to-house canvassing of consumers, sampling, and store demonstration are means by which the manufacturer coöperates with the broker. The size of the manufacturer's organization, the amount of capital he has, and the universality of the appeal of his product must determine whether or not he will use brokers and the amount of coöperation he shall give them.

The fourth route is from the manufacturer to the consumer, with no intermediaries save the manusculing the facturer's own representatives on salary or Consumer commission. This classification includes Direct (1) the mail-order house, and (1a) the manufacturer selling by mail, and (2) the manufacturer operating his own retail stores or selling direct through agents or salesmen.

Mail-order houses are of two sorts. The primary purpose of one is to sell goods of its own manufacture, the business of the other is to sell goods by mail.

In the first class is the manufacturing house specializing upon a few articles; in the second, firms that maintain extensive manufacturing establishments, and also buy from other manufacturers materials to complete their very extensive lines.

There is the manufacturer, either of specialties or of articles of such a nature that it seems best to reach the consumer through a direct representative, who

receives from the manufacturer either a salary or a commission. The automobile maker who maintains agents or branches in different cities for the purpose of selling his output direct to users is an example. But if he allows his cars to be sold by an independent local sales company, he must be accounted as using the second trade channel—manufacturer to retailer.

The sale of advertised specialties has developed a type of manufacturer's representative who is not at all like the ordinary merchandise broker, who goes to the wholesaler with a sample, quotes him a price, and wires his principal the wholesaler's offer. The manufacturer's representative selling advertised specialties must be a creative salesman in every sense of the word. He must understand how to conserve the value of the trademark. He truly represents the manufacturer in serving the customer and does not compete on a price basis.

Small specialties are often established by solicitors sent out from the manufacturer's office. Firms Introducing having only a small capital, and unable at Goods to the outset to advertise and sell in a big Consumers by way, often use solicitors, for a time only, Solicitors as a means of making the goods known and as a preliminary to selling through retailers. Specialties which are limited in appeal cannot be sold successfully by any other means. If the margin on them is small, the solicitor handles them as one of a number of articles which he is prepared to present to the consumer.

The manufacturer who operates retail stores is also a direct-to-the-consumer seller. In his advertising The Manu- he often lays particular stress upon the state-facturer ment that he has eliminated the middleman's Who Operates Retail profit and can, therefore, make the consumer Stores a better price.

It may be he can, but I doubt it. He has taken upon his own shoulders the burden of maintaining a more complex organization and of handling many men on the road. In other words, he cannot eliminate selling expenses by going direct to the consumer. He may minimize it, by perfection of sales equipment and the institution of economics in the supervision and conduct of his business.

Unless he is a wonderful organizer and a handler of men, he may find at the end of the year that his net profits are less, and that the public has fared no better. That does not mean to say that directto-consumer selling is not economical; but that the highest type of business ability is necessary if the manufacturer is to make a success of it.

Chain stores are not examples of manufacturer-toconsumer selling; they are organized retailing.

In the fifth case, the mail-order house, instead of going direct to the manufacturer, buys from his sales

The agent. This means the mail-order departMail-order ments of large businesses whose chief concern may be either wholesaling or retailing,
but which maintain mail-order sections. It also
covers the buying of goods by a mail-order house

from an importer or exporter or a merchandise broker instead of from the manufacturer direct.

The conditions which control the production of an article, the amount of capital to be used for promotion purposes, the utility and value of the article itself, the distance which separates it from its market—all those things must be considered in choosing a selling method.

Almost all selling systems call for a middleman. Importer, broker, wholesaler, or retailer, whichever

he may be, he is a helpful factor in distribuMiddleman tion and has justified his existence. To

Essential in Almost market merchandise costs a certain amount
All Selling of money, varying in accordance with the character of the merchandise and the ability
and the amount of work that the selling organization will put into a campaign. A manufacturer who decides not to employ middlemen does so because he has developed—or is convinced that he can develop—within his own organization the distributing ability which is the primary function of the middleman. Whether or not he can do this on a less outlay than it would take for middlemen is a matter which he must determine for himself by trial.

The manufacturer must be a creative salesman, or surround himself with men who are, or his business will come to nothing. The middleman must be a producer—serving the consumer—or be eliminated.

Nothing that I have said in this chapter should be

construed as endorsing the idea that all merchandise going from producer to consumer, through all the five routes I have outlined, are the correct ones for the merchandise to follow. In many instances I believe radical changes in distribution should be made. There are manufacturers who sell to the jobber, through a sales agent; the jobber then sells to the retailer; the retailer then sells to the consumer. There are many articles handled this way which could be shipped in original packages direct from the manufacturer to the consumer, even if the sale were handled through two or three middlemen, and every party to the transaction be materially benefited and especially the consumer.

The route of this distribution should be adapted to the character of the merchandise. The functions

Should Be Clearly Defined

The Mid- of the middleman should be clearly underdleman's stood by himself, and he should not attempt Functions to do things that other people could do better, more economically, and with greater satisfaction to the consumer.

There is need for radical adjustment all along the line, but the particular point that I have endeavored to drive home in this chapter is that it is possible for the manufacturer to reach the consumer, using all of the established routes of distribution, and the consumer hold the manufacturer responsible for the quality of the goods that he makes, and the manufacturer be benefited by the sense of responsibility which he feels toward the consuming public.

I recognize that many distributors are going to fight this change the same as the old hand compositor fought the introduction of the linotype machine. Yet, from my own experience, I know that linotype operators make from two to three times as much a week as they did in the very best conditions under the old system of hand composition. The same is true regarding many distributors—they have learned their business by blindly following customs as they found them. They have not analyzed and thought things out, and realized that there were better ways of doing business.

Many manufacturers blindly accept the idea that the middleman who pays them for their goods is their customer. Goods in the market are a menace Middleman to the man who has made them—goods are Is Not a never sold until they are in the hands of the consumer—the final buyer, the man who does not want or intend to sell them again.

Many distributors are recognizing the new order of things, and confining themselves to banking and purely distributive functions. They are not attempting specialty salesmanship when they can secure the coöperation of the manufacturer's men on this point, get more expert assistance, and make more money than they could by having a larger margin of profit and taking the responsibility on their own shoulders of doing necessary specialty work educating of the trade.

All along the line the distributive system is loaded

with heavy labor costs—usually the lowest priced labor is the most expensive for the purpose for which it is employed.

Advertising can, in every line of distribution, be used to a greater degree to reduce the cost of distri-

bution, and at the same time to increase the Confers a Double Benefit required to maintain the various distributive channels.

One prominent retailer, who is generally reported to figure his cost of handling merchandise to the consumer from his source of supply at 30 per cent. on the gross price, told me that over half of his expense was labor, and including clerk hire, management, delivery men, janitors, etc. He took pleasure in telling me that his advertising expense was less than 1 per cent. on his total business. I told him that I thought he was overtaxing the consumer with an expense of 15 per cent. in labor and only 1 per cent. in the form of informative advertising, which could unquestionably reduce the cost of salesmanship, when it had the intelligent cooperation of clerks trained to thoroughly cooperate with the selling campaigns, of which advertising should be a more important part than at present.

This same condition runs through the jobbing business. Many men unpack and handle goods and pack them up again, which, if standardized, and the consumer educated to want them in exactly the form in which they left the manufacturer, could be shipped

direct from manufacturer to consumer, but bought intelligently in a retail store from well-displayed samples.

There is tremendous opportunity for improvement along these lines, and I predict that the next ten years will see changes that might be characterized as revolutionary. I still affirm that the regular established channels of trade will be maintained fundamentally along the same lines as they now exist.

REFERENCES ON CHAPTER X

There are trade papers which deal with the problems outlined in this chapter, many of them. Some are of unquestioned leadership, with offices in all important trade centres.

Particularly noteworthy are the *Dry Goods Economist* and *Iron Age* (both published in New York), which are edited by men of great power and national influence.

There are five (monthly) publications for undertakers and eight for miners. The grocer, the general merchant, and the allied trades are served by sixty-eight publications. And so on down the list, from automobiles to watchmaking. Each one of these trades has its own literature, to say nothing of house organs and catalogues which display the highest type of advertising skill.

CHAPTER XI

RETAIL ADVERTISING—PREPARATION

In CONSIDERING retail advertising, one must not forget that many merchants have gone into business without any carefully laid plans in anticipation of what they were to do. Many men have inherited the business—others have started in as clerks, and gradually worked up.

In the agricultural districts are retired farmers who came into the towns to educate their children, and many of them engaged in the grocery business or dealt in agricultural implements.

The numerous failures reported throughout the country tell a graphic story of unpreparedness, lack of expert knowledge of the business itself, and especially of the characteristics of the consuming public.

Perhaps at this point I may be justified in digressing a little and expounding one of my pet theories

in reference to the United States Gov-Labor Market Necessary to Successful Secretary Bryan was urging the free coinage of silver, I wrote an article which was pub-

lished in the Chicago *Record*, on the free coinage of labor. It will be found in Appendix No. 1.

I have never been able to become very enthusiastic over the idea of the Government going into business Government except on such natural monopolies as the Should Post Office Department and Government Operate Natural savings banks, where, especially in the lat-Monopolies ter case, the people could have protection and absolute security, and in times of panic would not hoard their money to the serious detriment of business.

The American people are too prosperous as a whole and too kind hearted to permit any human being to suffer for the want of food and shelter or raiment. If labor is not performed in exchange for these three fundamental needs of human nature, then society as a whole must bear the burden. Organized charity will provide for anybody who absolutely suffers for the lack of food, clothing, or housing. But society, as a whole, should have the benefit of the labor that every human being can perform.

It is a little short of a crime to have idle men at any time, especially when they really want to work. This time, especially when they really want to work. This condition is an indictment of the business ability of the American people to so manage their own economic affairs as to provide for their best interests. I have often thought that if the United States Army would enlist men for a six months' period, put them to work at road building, pay them handsomely for it—this would be the surest method of establishing a minimum wage for labor throughout the country, and at the same time

would ensure the general public as a whole getting the benefit of all work from people who were willing to work. Unless the Government does this, it means that retailers must always carefully consider the labor conditions in any section in which they wish to do business. Industries in which men are liable to be out of work for long periods of time make the retailing in such sections very precarious. The merchant cannot forecast, as he should, his purchases, and at times he is absolutely forced to take on serious credit risks.

Other things being equal, the retailer should prefer a location in a city where the industries are largely advertised. Manufacturers who use advertising to create a permanent, steady market are least affected by industrial changes. Employees are benefited by this policy, as in times of general depression they are not laid off.

Once having determined on the location, if such is within the option of the retailer, the next thing to do is for him to decide the particular street

Location upon which he will locate his store.

Within the Locality

Here again we see the value of the group spirit: this accounts for the fact that so many square feet on the corner of State and Madison streets in Chicago are worth many times more rent than identically the same amount of space one mile therefrom.

The fact that a large group of people have formed a habit of passing a particular corner, or along a par-

ticular block, every day, is the reason why a location at that point is worth more to the retailer than the same amount of space a short distance away.

The retailer, after securing his location, should then consider the characteristics of his group as a Apprecia- whole, and also those of the many smaller tion of groups of which the community is composed. Physical He should study their tastes, their preju-Conditions dices, the influences that are at work to maintain or change their mental attitude and their method of living. The retailer should select his clerks carefully from the viewpoint of their fitness to harmonize with the tastes of the majority of his customers. Much could be said about fitting up his store so that everything would be convenient of access. Ample opportunity in the way of showcases, counters, and shelves should be given, after being carefully thought out, for the display of desirable merchandise. Mute salesmanship of this character costs little money but brings substantial results.

The retail merchant should buy reliable, dependable goods. It is always better to concentrate his

Buying Should Be supply as possible in order to make his business worthy of being sought by the best houses, and in this way insuring the largest type of attention. Where the quality of mer-

amount of attention. Where the quality of merchandise or the general policy of the houses from which the dealer can buy his supplies, is the same, then he should, in justice to himself, give the pref-

erence to the salesman who studies his needs and who is best equipped to counsel and confer with him on how best to merchandise the goods that the dealer buys from him. There are many dealers who owe much of their success to the counsel and advice and careful study of their business on the part of salesmen who regarded their line of work as an opportunity for service, and who valued the dealer's confidence in their judgment as a sacred trust.

After a dealer knows the purchasing capacity of his possible customers, he should endeavor at all times to bring them up to an appreciation of a little better standard than they naturally would ask for. In this way he secures the leadership which is necessary for him to build up his business, and to secure and hold the trade of people who like to feel that they are appreciative of quality and that goods have been brought to their attention because of that fact.

The retailer should always put in advertised goods when they are of equal merit with the unadvertised

Comparatised and tised Products

lines. If he can buy other goods for less tive Value money, which in his judgment are equally of Adver- good as the advertised line, then he should . Unadver- determine how valuable to him is the advertising on the higher priced line. If he can figure that this advertising will save him

clerk hire, rent, and other expense, then the advertising justifies itself. As a rule, however, the advertised lines are generally meritorious, and the cost of advertising is not borne by the consumer. In this case the

dealer has no excuse to do anything else but handle the lines that are advertised.

Careful discrimination should be exercised by the retailer in taking on exclusive lines of goods. There Exclusive are many manufacturers who use this Agency method of marketing their goods, because they know the thought of having something that one's immediate competitor does not possess appeals to retailers generally. Often retailers make a mistake in listening to this argument, for there are articles of great national sale which are open to any distributor who will buy them, that unquestionably give the greatest satisfaction to the final consumer because of the advertising which has been done in advance, and which is continued after the purchase has been made and the buyer's satisfaction ensured in every possible way.

Retailers often make the mistake of trying to substitute an article on which they have exclusive

local sale against one that has a broad national sale. As I have tried to show in add Local Reputation other chapters in this book, a manufacturer who can get control of the market and reduces the price to entrench himself therein unquestionably gives the greatest possible service to the final buyer. I do not know any of these manufacturers who have reduced their prices who want the retailer to handle goods without a satisfactory profit. In fact, so far as I know, all of these agitations that are being waged, which advocate legislation in Con-

gress in favor of permitting manufacturers to insist on retailers maintaining their prices, are done by the manufacturer. He wants the retailer to make money, and he does not want to reduce the retailer's profit. He knows that if he can get the largest possible volume of distribution, he can, in the economy of manufacture, reduce prices and entrench himself against competition in his own field. He knows that price-cutting on the part of the retailer reduces the volume of total sales, and that the retailer cannot render the consumer the best service unless he is sure of regularity of demand.

Retailers often make a mistake in spreading their expense of doing business over all the articles they sell. For instance, it certainly costs a reselling costs tailer more in rent and labor and overhead to serve a glass of soda at 5 cents a glass than to hand out a package of chewing gum, the demand for which has been created and developed

by large national advertising.

The retailer fools himself if he thinks that the washing of the glasses, the labor in dispensing the soda, and the amount of time taken up by people standing at the soda fountain is anything like the same degree of expense to him as the transaction involved in handing out the chewing gum. All he needs to do is to figure how many sales a clerk could make to people who came in and asked for chewing gum, provided they came in all day in somewhat similar manner to which the patrons of an elevated

railroad go through the gates and drop their tickets into the ticket-dropper receptacle. The elevated railroads—a large institution—furnish a good deal of transportation for 5 cents as well as covering the labor of people who sell tickets and receive them at the gates.

This analogy applied to advertised goods explains why many merchants are so successful who take hold and coöperate with the national advertisers in the distribution of these goods by pushing them.

The retailer can use every advertising medium that I have described in this book. Many of them he can afford to use directly. He could get the benefit of all of them indirectly by cashing in on the manufacturer's advertising on goods that he distributes

exclusively in his own section, or by coöperative with a ting with the big, heavy, national adversariant divertising campaigns on goods that are not confined to any particular store, and by doing this, he will get more than his ordinary share of the business which the manufacturer is creating. The dealer should do no advertising until he is ready with the goods to back up all that he promises in his advertising.

REFERENCES ON CHAPTER XI

Mr. Harlow N. Higinbotham, formerly a partner of Marshall Field & Company of Chicago and president of the Chicago World's Fair, has written a valuable book entitled, "The Making of a Merchant," published by Forbes & Company, Chicago, 1911.

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Advertising has developed greatly as a service factor since Mr. Higinbotham was active in business. He recommends unadvertised lines as giving the dealer a greater profit. To-day he would find that the manufacturer's advertising on many lines saves the dealer clerk hire, rent, and brings him business.

He recommends retailers to teach their clerks to be decisive in dealing with customers, and aptly says: "When the decision is put up to the customer he will invariably name the brand most widely advertised, because it is the first that comes to his mind."

CHAPTER XII

RETAIL ADVERTISING-METHODS AND MEDIUMS

THERE is no argument needed to convince any one that if people come to a store, make their selections, and allow the proprietor to deliver goods through an organized delivery method, that they can secure more for their money than if they make purchases from peddlers.

The first purpose of advertising on the part of the retailer should be to bring people into his store.

The people who pass the store every day are influenced better by the store window than any other medium that could be used. Goods should not only be attractively displayed but should be marked with prices. In this way the effect of the advertising in the store window can be accurately checked up.

The same clear-cut fundamentals govern the success of a department store and a fruit-stand. Each exists, primarily, because of a group. Each has been established in a locality to which common interests and needs draw a group of people constantly.

In polishing his apples, arranging the grapes and cherries in small packages, and putting in his spare time making up attractive assortments, the fruitseller shows the same elemental appreciation of the

Attract advertising value of display which is revealed Favorable in the department store's handsome windows, neat shelves and counters, and carefully trained clerks who impress all comers with the fact that "it is a pleasure to show goods."

The price ticket on a basket of grapes is at once an appeal to the bargain-hunting instinct of the suburbanite and constantly a confidence-compelling affirmation by the proprietor that the goods are worth the price asked, and that he is willing for any one to know it.

This same fruit vendor has found out that he can depend upon a certain class of discriminating trade if he sells well-advertised goods in the original unbroken package. Many a small store proprietor would do well to follow his example and display them in his windows.

A retailer in Chicago recently moved his store and paid \$15,000 more a year for rent for identically the same space he had before. In the new location he had six show windows, as he took a corner, where before he only had two. It is a question whether the class of people or the number which pass the new store were any different than in the other. The \$15,000 additional rent was more than justified by the four additional store windows. These windows were constantly changed with goods attractively displayed.

After the store windows have been used to bring people into the store, it goes without saying that

goods should be attractively displayed inlinside Store Store Display Essential but to stimulate their desire to purchase.

This mute salesmanship, employing the power of suggestion, often makes more sales than a clerk can do by trying to talk people into buying.

The very best medium that a retailer can use to bring people into his store that do not regularly pass by his location, is the newspapers. A retailer who knows how to use a local newspaper and get a prompt response is very fortunate indeed.

As I have said before, it isn't necessary to advertise bargains all the time. It is wise for the retailer to regularly and systematically impress upon the readers of the newspapers the fact that he sells dependable goods, and he stands back of everything offered in his store.

In only one way has modern business improved upon the method of the late Mr. A. T. Stewart,

who used to stand at the front door of the Improressing store, greet his regular customers by name, and occasionally slip into a package a tape-Business Is line, a spool of thread, or some other useful the Change little article, for good measure. The imsonal to In-provement is the change from a personal to stitutional Business an institutional business, the result of emphasizing the fact that the business is being conducted according to such sound merchandising

principles that the constant personal presence of the owner is not essential to perfect service. The one-price system and the "money-back if goods are returned within a reasonable time" have gained the confidence of the public. This thought should be continuously reiterated in the retailer's newspaper announcements.

One of the best ways in which a retailer can use his local newspaper is fully described in another chapter headed "National Advertising and Exclusive Dealers."

Where the retailer has exclusive sales of a nationally advertised specialty, it doubles the value of his own newspaper advertising by connecting his store with the national magazine advertising of the manufacturer.

There are many advertising mediums which the retailer should absolutely refuse to use. I refer par-

The ticularly to those that are of a semi-benev-Retailer olent or semi-charitable character.

Able to Able to The retailer should make an advertising Say No appropriation of from 3 to 5 per cent. of his total sales and then spend it as if it was the money of somebody else that had been entrusted to him to accomplish the best that could be done with it. The retailer who looks at his advertising appropriation in this way will not use the various schemes that are continually being put up to him.

There are men who go around the country enlisting the retailers to advertise in their own local newspa-

pers on schemes that make the solicitors enormous profits. This, however, is being relegated to the past because of increased appreciation of the value of good advertising methods on the part of the retailer and the newspaper publishers.

The retailer should not buy calendars or novelties or devices of any kind unless he knows in advance exactly how he is going to distribute them.

The very best way to distribute anything of this kind is to have people come into his store and get

The them. He should have a distributing plan Plan More in the form of newspaper or mail adverting than the tising to accomplish this before he buys.

Medium If a retailer feels that he must contribute something to a local church organization, or a lodge, or some other semi-benevolent enterprise that approaches him for an advertisement in a program, he ought to, in some way, find a method by which he could contribute the equivalent of this money in the form of merchandise which people would have to come to the store to see or to derive any benefit therefrom. It would take several books to record all of the clever ideas that have been worked out along this line. There are trade-papers and special advertising papers that are continually recording these things, and it is not the function of a book like this one to go any further into detail.

The dealer should, at all times, have his store in such an attractive condition that it is profitable for him to have people visit it. I have previously pointed out that the big department store is in the best position to use local newspapers. Fortunate indeed is the retailer in a town that has a good local newspaper, circulating entirely in his trade territory.

An entirely different problem is presented to the neighborhood retailer in a large city or to the suburban dealer who has no local newspapers whose trade territory corresponds with his own.

These suburban storekeepers, especially grocers and druggists, are just now discovering that if they

How display wares which are being widely adSuburban vertised in newspapers and magazines that
Can Cash circulate in their neighborhood, they can
In on the Manufacturers' if it was their own.

Advertising A number of newspaper publishers realize how important it is that these retailers who cannot afford to advertise themselves know how to benefit by the manufacturers' general advertising.

No department store proprietor would even think of advertising a special line of goods, unless his clerks were properly educated and specially coached how to coöperate with the advertising when the people came in to see the goods. All retail stores can use the manufacturers' newspaper and general advertising, without paying for it, by merely coöperating with it. The retailer who knows what is good in newspaper and magazine advertising, who knows the circulation of the general mediums in his ter-

ritory, can realize on the manufacturers' advertising just as completely as if he was paying for it himself.

If he is in doubt as to the amount that is spent by the house that sells him, he can get accurate infor-

mation by applying direct to the publisher, etailer or to any large advertising organization that Can Remove coöperates with national advertisers in pre-

paring and placing copy.

Some retailers have been imposed upon by advertising promises that have never been realized, and have erroneously assumed that all advertising is alike, and that one manufacturer's publicity is no more valuable than another's. No part of the retailer's education is more important than that he have an accurate knowledge of advertising mediums, both national and local. This will enable him to discriminate between the manufacturers who use advertising to serve the consumer, and reduce the cost of distribution, and those who try to bluff him by making him think that the advertising is being done on a larger scale than is really the case.

The better grade magazines, newspapers, and class publications are exercising close censorship over the manufacturer who does business along questionable lines. Many publishers will not accept copy unless they know that the advertising is sincere, straightforward, and done with the idea of benefiting both the consumer and the distributor. Just as any banker will give an opinion of any worthy investment, so any advertising house of standing will verify the

claims of the reputable advertiser. Dealers certainly should not give their coöperation where this is lacking.

In closing let me reiterate that a dealer should sit down at least once a year and map out for himself a

definite, tangible, complete campaign. He work—should know exactly how much his appropriation is, and he should spend it as if it was some-

body's money that had been entrusted him to get the very best results from. He should be regular and systematic, and he should use all of the means that are placed at his disposal. He can have all of the exhilaration of the chemist who works in his laboratories, the satisfaction of the mathematician that solves problems, the zest of the hunter, and the calm satisfaction of the man who makes plans and sees them materialize.

REFERENCES ON CHAPTER XII

Very many books have been written about retail advertising. Correspondence school courses are largely concerned with writing advertisements for retailers. A number of houses furnish a syndicate service in the form of ready-made advertisements selling one dealer in a locality.

In almost every city of 10,000 population or more there are one or more advertising agencies or advertising service bureaus which make a specialty of writing copy for retailers. Practically every paper covering retail trades has a department devoted to retail advertising.

The live daily newspapers, in metropolitan and provincial cities, are the best primers for the man who wants to study the best, latest, and broadest aspects of retail advertising.

Mr. George M. Reynolds, president of the Continental and Commercial National Bank of Chicago, states that when a boy in a small Iowa town he subscribed for the great newspapers of our large cities, in order to keep constantly in touch with the outside world.

CHAPTER XIII

RETAIL ADVERTISING-MAKING GOOD

T AN exhibit of farm vehicles, once, I heard a barker point out clearly the institutionalism of banking and merchandising, and the laborsaving value of trust worthy methods of doing business, in his reply to a couple of farmers who were chaffing him about his sales talk for the buggies he was demonstrating. They told him he was the most interesting liar that they had ever heard. He turned on them and quickly said: "You are honest farmers, but you have a peculiar way of showing your honesty when you do business with each other. You trust your bankers with your money without question. You let your wife and children trade with your local merchants and it never bothers you at all, because you know they will be given a square deal. But I notice that when one of you wants to buy a horse or a calf or anything else from another farmer, this is never delegated to anybody. You always do the work yourself. You are honest, you certainly are, and you show it in the way you trust each other."

The particular point in this story is the fact that the dealer is expected to be honest and trustworthy

as a matter of course, and there can be no doubt that his influence, prestige, and permanent position in the field in which he is doing business are in direct relation to the size of the group that has this kind of confidence in him.

I have outlined in chapters XI and XII that the retailer should be prepared, and that he should use

Maintaining confidence linereases done, there remains an additional responthe Dealer's sibility which in my judgment is worthy of a separate chapter. And that is the idea of making good on every advertisement that the dealer puts out.

The retailer who gets the most out of advertising is one who regards every advertisement in the same light that he does a note that he gives to his bank or to a house that supplies him with merchandise. He has invited the public to his store and put himself in the same position of a host who is giving a dinner party. If people come to the party and nobody knows about their coming, and there is a hurrying and scurrying about to put extra plates on the table and apologies for the lack of preparation, the guest naturally feels that he was not really desired after all.

It is of the utmost importance that the advertiser back up his advertising with the same sincerity that he expresses in his announcement. Clerks must be trained to appreciate that the word of the store has been given, and that any failure to make good on their part is a very serious offence.

One of the most successful heads of a big department store that I know believes that he cannot pos-Inviting the sibly cash in on his advertising unless he Return of maintains the confidence of every one who comes into his store to an extreme degree. Increased As an instance, he told me one day, when I Profits called on him, that the man who had just left his office was the manager of his shoe department, and he showed me with great satisfaction a report that his manager had just left with him. He explained that three months before he had called on this department manager and told him that the percentage of returned shoes was too small. The subordinate mentioned that he had expected commendation instead of criticism for this, and insisted that wherever there had been the least reason he had permitted shoes to be returned and the money refunded or other shoes sent out in place of them.

"You certainly don't want to let a girl come in here and get a pair of fine dancing shoes, wear them all night, and come in the next morning and change them for everyday shoes," the department manager protested.

"That is exactly what I do want. Those girls have fathers and mothers who undoubtedly do not approve of what the girls do, but they will feel kindlier toward us when they find that we are indulgent with their children. Try it three months and see."

The report showed an increased volume in sales in the shoe department that the head of the store figured was due to no other reason than greater liberality in the matter of returns.

On another occasion, I called with a salesman representing a large paint house on a prominent store.

"Taking The keen eye of this salesman picked out a Back" small can of paint that was lying on the Dealer Did floor and asked the manager if he handled Not Sell this particular brand. The manager laughed and said: "No, but a woman came in here this morning and said she had bought this can from us and didn't want to use it, and so, of course, we took it back without argument."

This was certainly an extreme case, where a department manager allowed the customer to say that she had bought an article that he had never had in the store and gave her the money which she claimed to have paid for it. It illustrates, however, the idea that the state of mind of the customer toward the store is of the utmost importance and cannot be trifled with without detriment to the group spirit, which is really, after all, the essential character of the store.

Service to the customer should be the beginning, The Power the expression, and the "follow-up" of every of Service advertisement.

Attractive window, counter, and floor displays, which remind and inform passers-by, are true service factors. They economize the time of the consumer and dealer.

Courteous, prompt, and intelligent attention of

salesmen who know their stock, and having constantly in mind the satisfaction of the customer, is the only good-will asset which will bring trade from a long distance and hold it in spite of price competition.

Retailers who sell service have no mail-order competition, and they do not advertise the mail-order business even by discussion.

When we can be sure of price maintenance on nationally advertised goods, we shall have reliable mer-

chandise at lower prices than ever before, because of economy in wholesale production, Cutting Benefits unimpeded movement to the consumer, with Nobody minimum cost of salesmanship on the part of distributor and dealer. The retailer who advertises bargains is not giving his customer a square deal if he sells an advertised product of merit at a price less than the legitimate cost to distribute the same. The retailer is not giving the consumer, who is his customer, the service or the protection to which he or she is entitled when he cuts prices on advertised goods with the sole idea of making a profit out of selling other goods on which the margin of profit is abnormally high.

I recognize that the statement that the retailer should maintain in all cases the prices that the manufacturer puts on the goods to be sold to the consumer will be open to question. I want, however, to make myself perfectly clear. There are, especially in the drug field, lines of goods on which the profit is marked abnormally high for the retailer. On the theory that

all business should benefit the consumer, we cannot exploit him by asking him to pay more than the service is actually worth. Many of the cut-rate drug stores are performing a legitimate function, but they are giving the people a wrong impression regarding cut prices. The fact of the matter is that the retail margin scheduled by the manufacturer was too high in the first place, and most manufacturers do not expect these margins to be maintained.

There can be no question, however, that on nationally advertised goods of genuine merit where the price for distribution has been scientifically fixed, the retailer will do best to coöperate along these lines. He cannot be true to his customers if he creates the impression that he is selling all goods on the same narrow margin that he does advertised goods of real merit when he cuts the retail price on them. On the other hand, he cannot command the coöperation and support from the manufacturer in developing a larger volume of business when he interferes with his scientifically developed plans to benefit the consumer.

This brings up a question that might as well be discussed here as anywhere, and that is whether the price that is charged for many goods is Difference worthy of the service the buyer receives.

Between Horizone, There are many conscientious Intrinsic, Real, and people who believe that any business in Commercial liquors, tobacco, and luxuries generally is an economic waste and a burden to the public. There are others who believe that the sale

of patent medicines is detrimental to the interest of the people as a whole. There are others who do not believe that investments should be advertised at all in themselves, but that advertising in connection with investments should refer wholly to the integrity and the ability of the banking house or investment institution that sells the securities.

We must recognize that intrinsic value, real value, and commercial value are entirely different things.

I would define intrinsic value as that quality in articles which scientific expert buyers would determine by tests. Alcohol used in the arts might be intrinsically more valuable coming from one distillery than another. Yet in the minds of many people, alcohol has practically no real value.

Real value is something that without question contributes to the benefit of the human race as a whole. There is no question that pure water possesses real value. There might be some discussion as to the intrinsic and commercial value of pure water. These differences of opinion would depend wholly on the relation of other things connected with it.

Commercial value is that quality in an article that creates satisfaction. Satisfaction is the test of every purchase. When the consumer is satisfied with his purchase we may safely say that the article that he bought possesses commercial value, and necessarily that is the basis on which we must discuss the question of value in its relation to advertising.

The point has been made that the department store and its very attractive advertising has raised

the standard of living to such a point that many people want luxuries and justify the Service Become Too possession of them on the theory that they Costly? are actual necessities. It has been pointed out that the most valuable work for the community as a whole has been done by people who endured privation rather than by those surrounded with luxuries which take time to enjoy as well as require heavy expense to maintain. I have never been able to see how advertising could in any way be responsible for creating a condition that would be injurious to the people in any degree. Perhaps I should qualify that by saying that truthful advertising could not injure the people in any possible way.

Fortunately, the movement for truthful advertising has been brought about by advertising men themselves who realized that advertising's greatest value would be demonstrated and developed by having it

always dependable.

The insiders in advertising have asked that the law take cognizance of the benefit of truthful advertising and discipline those who do not follow the lines of their best interests.

From intimate observation of a number of captains of industry I have made up my mind that they get little more in exchange for their arduous efforts than shelter, clothing, and a very modest amount of food. These men work under self-imposed privations be-

cause they can accomplish the big work they are doing better by following such methods.

Booker T. Washington is authority for the statement that until the negro is aroused to the desire to

The possess things that are generally conceded Desire for to be luxuries, he cannot be stimulated to Luxury Stimulates scientific and fruitful methods of industry. I Industry am sure that the cultivation of domesticity—the beautifying of the home, making it a more comfortable place to live in, the possession of works of art, and the consequent care in preserving and caring for them—has its reflex upon the community as a whole.

Personally I am not afraid of the extension of the service idea on the part of our big department stores, where it is true that the cost of concerts, lectures, rest rooms, and long-range deliveries must be covered in the price that people pay for merchandise. There are many compensations resulting from this method, but the best protection of its abuse lies in the fact that large national advertisers are competing with each other to give to the consumer or final buyer the greatest possible service for the amount of money he spends.

This force is at work apparently at the present time in competition with the big department stores, though there are signs that some of the Competition larger and better managed department Invites cooperation stores are seeing that there is a basis for

coöperation with the large national advertiser. If the department store refuses to distribute

the large national advertisers' products because there isn't sufficient margin to pay for all of this service, these goods will be distributed by smaller stores located closer to the consumer. This is competition along service lines that cannot help but benefit everybody that is engaged in it.

Advertising can—and I predict will during the next ten years—accomplish many reforms. It is going to show that the buying from peddlers Will Bring is an unnecessary tax upon the people as a Needed Reforms whole; that the time of these canvassers could be better spent in more productive labor for the community.

Advertising is going to prove that food products handled in a sanitary way will not only eliminate the waste due to sickness, the result of unsanitary conditions, but that the possibility of doing things in a broad, large way will increase the market, and wherever markets are increased the proceeds of a day's labor always buys more.

Advertising is the most dependable force which we have to-day to overcome the ups and downs of labor conditions.

It is very seldom that the large national institution that markets its goods through advertising channels lays off men.

As a rule, the well-managed business is continually adding to its force of operatives and is doing business along steady, stable, permanent lines.

The large national advertiser necessarily has to be

a student of general conditions, and he prices his goods to the consumer on the basis that will take care of

the fluctuations of raw material. There is conditions no argument that stable conditions are better for industrious people than any other kind.

We need only go back a few centuries and realize in what a low state agriculture was when the castles along the Rhine and the shores of the Mediterranean were inhabited by warriors who protected the tillers of the soil from pirates, but at a price which gave a very slight return indeed to the farmer himself. This should be contrasted with the continued prosperity of the six million American farmers of to-day. This is an unanswerable argument in favor of stable conditions.

There is no force at work in America doing more to establish and maintain stable conditions than advertising.

REFERENCES ON CHAPTER XIII

Particularly recommended is "How to Run a Store at a Profit" (the System Publishing Company, Chicago), from which the following suggestions for the retailer have been culled:

- 1. Fixed price articles carried as an accommodation ought to at least take care of themselves.
- 2. Newspaper advertising appropriation should be from 3 to 5 per cent.
 - 3. Carry the right amount of stock and no more.
- 4. Watch your overhead expense. Overhead is frequently figured incorrectly or charged incorrectly.

- 5. Know at all times what percentage of your profit is actually net.
- 6. Have your goods so arranged and displayed that the minimum amount of time is necessary for laying them before the customer.
- 7. Keep a record of the percentage of the selling price lost by mark-downs.
- 8. Look out for negative expenses. They are: poor displays, dingy stores, insufficient light, heat, or ventilation, ice on sidewalks, discourteous or inattentive clerks, etc.
- 9. Inbuyingforget that you own the store and regard yourself as the purchasing agent for your community.

I also call attention to the "Retail Merchant's Ten Commandments," which were published in the Monthly Bulletin of the National Association of Credit Men, 41 Park Row, New York City:

- 1. Confine purchases to as few houses as possible.
- 2. Do not overbuy.
- 3. Take all discounts and pay all bills when due.
- 4. Have some books, especially an accurate expense account, a daily sales record, a book showing purchases, with cost and when due.
 - 5. Carry enough insurance.
 - 6. Make accurate reports to the commercial agencies and answer all letters.
 - 7. Keep a clean, well-arranged store.
 - 8. Do as much cash business as possible.
 - 9. Do not make unjust claims.
 - 10. Live within your means.

CHAPTER XIV

MAIL-ORDER ADVERTISING

A DVERTISING is most competent when it serves the consumer in the distribution of worthy merchandise through the natural channels of trade.

Some people think that the mail-order business is an illogical and unnatural business, because it eliminates the jobber, the traveling salesman, and the retailer. It is not. It is the direct result of intelligent and adequate advertising. No one can fully grasp the power of national advertising and merchandising through the natural channels of trade Total Mail- until he clearly comprehends the possibilities order Busi- and the limitations of the mail-order busi-

ness of United ness.

States \$2,094,000-000 per Chicago are credited with a combined annual business of \$113,000,000 for 1913.*

The total mail-order business of the United States has been estimated to be \$2,094,000,000, or about \$22.76 per individual.† During 1912 the Ameri-

*Quoted from December Boston Traveler-Herald.

†These figures were given me by Mr. C. C. Parlin, who has been making an extensive research, recently, for the Curtis Publishing Company.

can family spent \$785,000,000 for men's clothing, \$600,000,000 for women's clothing, and \$1,125,000,000 for children's clothing. The total, \$2,510,000,000, is a little more than \$27 per capita for the 91,972,266 people of the United States according to the census of 1910.

There are 20,689,000 families in the United States. Their income is about \$27,000,000,000. With twenty-

Plenty of Room for lions going out in mail-order business, there both Mail-order and is a chance for our 790,886 retailers and Dealer Business the 42,293 wholesalers who look after their needs to do an excellent business.

There are 2,164 towns of 2,500 people or more in the United States, having a total population of 41,140,847. More than 42,000,000 people live on our 6,361,502 farms. This leaves about 8,000,000 in villages of less than 2,500. Our 42,517 rural mail

routes serve 16,199,000 people. These fig-Business ures suffice to prove that there is a natural Natural and and strictly legitimate place for mail-order business, and it is bound to increase in vol-

ume each year.

A large wholesale jobbing house has recently been estimating the cost of doing business with three classes of merchants, i. e., those located in towns of (1) less than 2,500 population, (2) between 2,500 and 25,000, and (3) 25,000 and up. They found out that it does not pay to send a traveling salesman with a full line of samples to a town whose population is

less than 2,500; and that unless the merchant himself goes to the market often, he cannot meet mailorder competition, for his merchandise will not satisfy the wants which the newspapers and magazines have aroused by the story of what is newest and best in the large cities.

For many years I have been asking my dealer friends this question, "Does a live, wide-awake local merchant who comes to market at least The Live, Wide-awake twice a year fear mail-order competition?" Merchant I have still to find an instance in which a Has No Fear of good merchant was not able to meet and Mail-order competition on the inadequacy or incompetency of local merchants or serves a class of people so widely scattered and having wants and desires so occasional that it would not pay the local merchant to consider them.

This, it seems to me, is the rightful field of mailorder business, and retailers and mail-order houses

The are recognizing it. It includes courses of Field That instruction by correspondence, awarding Mail-order Advertisers premiums for the sale of soaps, perfumes, Serve teas, and coffees to one's neighbors, buying Any One diamonds and household furniture on the installment plan, and all kinds of farm utensils, building materials, bicycles, buggies, pianos, piano players, and the like. Dealers in poultry and poultry supplies, and subscription agents have been especially successful with mail-order methods. The

purchasers are so widely scattered and the lines so seasonable that it does not pay the retailer to stock them.

Quite a number of nationally advertised lines of merchandise were started in a mail-order way. When

a group of influential consumers had been

Many
Nationally developed, the agency for the line was given
Advertised to a local retailer, who coöperated with the
Lines
Started in a national advertising. This plan has been
Mail-order
Way most economical and successful in introduc-

ing such articles as card-index cabinets, sectional bookcases, guaranteed hosiery, tailors-to-the-trade supplies, washing machines, safety razors, typewriters, and cameras.

Each mail-order house builds its own consumer group. The sum total of these small groups constitutes one great group which buys by mail. There are a number of publications of national circulation whose subscription lists are the result of sending circulars through the mails. There are some which are called "mail-order papers."

Those who subscribe by mail are not likely to buy by mail. In Augusta, Me., a city of 13,000, two Choosing publishing houses send out, each day of the the Mediumyear, an average of more than a carload of Mail-order mail-order matter. To look through the Advertising advertising columns of these publications, to answer the advertisements, and to study the follow-up material would be a liberal education in mail-order methods.

No mail-order business that I know of selling direct from its advertisements has been successful.

Almost without exception mail-order advertising aims to locate possible buyers. Whether or not a mail-order business will pay depends upon the contents of the catalogues, printed literature, and sales letters sent out. Many of the money-making mail-order businesses of the past twenty years have been based on plausible but insincere appeals. But the government took a hand and put most of these fakes out of business.

Mail-order houses which make good on their promises merit the confidence their customers have

in them. Their catalogues are informative, Sales Producing models of logical and emotional appeal, and Matter of could profitably be studied by every mer-High Quality chant and clerk who handles similar lines. Used by Mail-order Houses which put out large catalogues reckon each page as worth several thousand of dollars in sales power; and each department is charged with the cost of the space it occupies in the catalogues. Therefore a high premium is placed upon ability to write accurate, informative, sales-compelling descriptions of the items illustrated therein.

Catalogues are not sent out indiscriminately. The utmost care is taken to prepare the mind of the recipient for the catalogue and to invest it with value in his or her eyes. Customers who have not ordered for some time are cut off the mailing-list.

Each letter or inquiry is completely and cheerfully

answered; each complaint is given courteous and careful attention. The confidence of the buyer is stimulated and courted in every possible Creating way, even to sending goods out on approval. Confidence -the Con- This is not really the risk it appears, bestant Aim cause the postal laws of the United States Mail-order are very strictly enforced. Our Government House deals promptly with the man who buys merchandise by mail and does not pay for it. Express companies allow buyers to inspect goods sent out by a mail-order house on approval, to be returned to them if unsatisfactory.

It is interesting to note (as proof that the mailorder business does not encroach upon the territory supplied by the ordinary channels of trade) that large retail stores in big cities have found it impossible to build successful mail-order departments with the talent which is useful and valuable in serving the consumer over the counter.

There is something fascinating about being able to write a piece of copy that will produce direct mail-order Mailercher replies within a certain cost. The prepa-Copy Must ration of mail-order literature, the answer-More there ing of letters, and the handling of the goods Prestige, themselves must be delegated to persons who Displays. realize that they must more than offset the and Personal Sales prestige-producing and confidence-building effect of a well-located store, attractive counter and window displays, and capable sales-The copy writer must understand the value men.

of these factors, and replace them in the printed words in the catalogues and in the letters which he writes.

The building of an advertisement which shall attract new customers for a mail-order house is as severe a test as a copy writer can be put to. Unless he gets enough direct responses from the right class of people to make the merchandising effort as a whole profitable, his work is wasted. He must know how to tell an interesting and plausible story; he must also have the faculty of putting into that story an appeal to the buying impulse which will bring a response large enough to prove constantly that his work is being well done. He must keep in mind all the follow-up material which is to be used upon these inquiries, so that he will not attract the merely curious; for confidence, once won, must not be trifled with.

The trained writer of mail-order advertisements knows that a single word may effect seriously the Every Word number of inquiries received. The head-Must Be line, "Increase Your Salary," brought twice Carefully Weighed in as many inquiries, in the same publica-Writing a tion, as "Increase Your Income," the rest Advertise of the advertisement being exactly the same.

A considerable portion of the want columns of daily newspapers and also of the advertising space of mail-order papers is devoted to "Agents Wanted" advertisements. The consumer unquestionably pays more for the article that is peddled from house to

house than for equivalent values to be had of any reputable retailer.

It is safe to assume, however, that as long as human nature is as it is, the satisfaction of having one's trade sought after and the pleasure of listening to a forceful sales talk will make it profitable to peddle sewing machines, subscription books, enlarged portraits, and many household articles. Almost all such agents are secured by mail.

Manufacturers whose product is to be sold by canvassers put out ingenious advertising and follow-up The Change matter. The word "Rider," in front of the of One stereotyped but none the less dependable Word Made a Wonderful words "Agents Wanted," brought the Mead Advertise-ment of a Mediocre insertion of an inch advertisement in the One Youth's Companion. Something about the headline, "Rider Agents Wanted," gave the old story a new significance, and many people wrote in who decided, when the agency plan was explained to them, to buy the bicycle but not to canvass for sales.

Six pieces of copy, with different headlines, but all telling the same story, published on different pages

Good of the same publication, brought answers

Mail-order costing from 8 cents to \$1.54 per inquiry.

Should Be A good piece of mail-order copy can carry

Repeated an expenditure of from \$50,000 to \$200,000

before it wears out. A business which sells a course
of instruction pays as high as \$1.00 per inquiry,
and makes good money on each of seven follow-

up letters which are sent out within the next eighteen months.

I have indicated that the best foundation for a mail-order business is the list of names resulting from

Getting the dragnet advertisements in mediums of gen-

Names of eral circulation.

Businesses have also been built up by circularizing lists of names. Several houses make a specialty of listing dealers according to sections, ratings, and the kind of merchandise handled, and guarantee the names to be live and that the addresses are correct. There is also a business in selling names that are taken from answers to mailorder advertisements. At clipping bureaus one can buy lists of the names of persons who are accustomed to travel, those who are reported ill of certain diseases, those who contemplate building, and other information which is gathered from the newspapers.

Seldom are mail-order advertisements used for any other purpose than to get new names of possible customers. Some houses have used large space in order to get a certain prestige. But in mail-order work the custom is to use no more space than is necessary to locate a possible buyer. Prestige-

Mail-order building and confidence-developing work Advertising must be done by the catalogue and follow-

to Focus up literature.

on the Catalogue that sends out more than 500,000 catalogues during December and January has used large space

in big circulations in March, apparently to get new inquiries for the catalogues. But in reality it is to centre attention upon the catalogues already placed in these 500,000 homes, and to stimulate immediate purchases therefrom.

Much of the "Agents Wanted" misleading mailorder advertising has been barred out by the better class of national publications. It will be refused by large daily newspapers as soon as their publishers realize that the confidence of the reader is an asset which should not be trifled with by advertisers who do not make good in every way.

Many men who have been successful in planning and writing mail-order copy have found a larger and more profitable market for their ability in connection with the established channels of trade.

For many lines of business, then, mail-order methods of acquiring and selling the customer are most economical, and for the introduction of a product often afford a quicker, more satisfactory, and more profitable national distribution than could be secured in any other way.

REFERENCES ON CHAPTER XIV

A live and readable monthly, *The Mail Order Journal* (Chicago), contains all the news about mail-order advertising and much valuable information about general advertising.

In 1900 the Sawyer Publishing Company, Waterville, Me., issued an interesting book, "Secrets of the Mail Order Trade." Though much of its data is now obsolete, it is well worth reading as an historical document.

A complete series of the catalogues of any big mail-order house shows up very vividly the development of mail-order methods and ideas.

To answer the advertisements and read the followup literature sent out by a successful mail-order house is one way of making sure that one's information is up to date.

CHAPTER XV

NATIONAL ADVERTISING AND EXCLUSIVE DEALERS

NE of the fallacies which an advertising man must combat constantly is the statement that if a little advertising is good, more of it should be a great deal better. Advertising is like food—it should be taken, not as an end in itself, but as a means to an end. Three meals a day three hundred and sixty-five days in the year is more economical and more valuable than alternate fasting and feasting. Too little starves and weakens; too much is a burden and does not allow the organization to function properly.

In the preceding chapter I indicated that advertising will start a business. It will also maintain a business. The weakness or strength of mail-order advertising is at once evident in the business itself, for advertising is its very foundation. We see quite a different use of advertising when we consider the manufacturer selling to the exclusive dealer. Here advertising is the factor which amalgamates the work of two distinct and strongly entrenched forms of business. On the one hand is the retail merchant who values his personal reputation and standing in the

community in which he lives; on the other the manufacturer who is proud of the quality of the merchandise he makes and appreciates keenly his responsibility to the consumer.

The manufacturer does not care to have the identity of his goods lost in the average jobber's

stock; the retailer does not want to put his rangement creative ability back of merchandise which Between Manufacturer and of his competitors.

Retailer for the Benefit of Both The manufacturer approaches the merchant wants the same high quality of service in placing his goods in the

consumer's hands that he himself puts into their design and making. He knows that the retailer can take care of certain elements of a complete service to the consumer better and more economically than he can. He must convince the retailer that he can maintain a high quality and make it possible for him (the retailer) to serve his community with the best The Manu-

Coöperation of such sort cannot be effected Must Contribute All unless the manufacturer brings to the merpossible Solling Help—the in a national way most economically, and Retailers Actively Push the Sale and takes advantage of the national selling

helps that are given him.

The manufacturer can afford space in national

mediums which, as they circulate in the retailer's territory, are the most valuable form of local advertising. The manufacturer's national advertising doubles the value of the dealer's local publicity when the dealer mentions in his local newspapers the nationally advertised lines he carries exclusively.

It is evident that a manufacturer can employ expert illustrators and the best copy writers, and supply the dealer with a complete retail advertising service, plates or matrices ready for use in local newspapers, at a cost which would be prohibitive to the dealer. Booklets, window displays, and sales ideas are furnished him at the minimum expense. The local dealer can draw upon the manufacturer for the best advertising and merchandising talent.

Unfortunately the exclusive dealer plan has been abused. Therefore many retailers hesitate to back an exclusive line with their own prestige

turers That and hard work. They are right in this stand, Fail to Give for some manufacturers have used national Proper Selling advertising as a bluff, pure and simple, to Assistance to Retailers load dealers with their goods, and then fail

to give them the right kind of advertising help. This condition is particularly to be regretted, because it takes so little money to cover the United States in national mediums and so much can be done if the manufacturer acts in good faith and advertises to arouse the interest of the consumer.

There are a number of national appropriations aggregating less than \$100,000 a year which include

the use of national mediums and collateral advertising helps for the dealer.

This is only one dollar per thousand popuAdvertising lation, but it makes a wonderful showing in
by Dealers carefully selected publications of general
to Connect
Up with
National
Advertising
comprises 25,000 people find it profitable to
spend from \$25 to \$50 annually onlocal newspapers, to connect up with this national advertising
as it is the most influential kind of local advertising
in their trade territory.

If the national advertiser furnishes definite sale suggestions, the dealer will often spend more. As most dealers are committed to a certain amount of local advertising in any case, and since the exclusive sale of a high-class product is a trade-builder and is as profitable as anything they handle, it can be said truthfully that local advertising which coöperates with national advertising more than doubles its own value.

It is possible (it is being done every day) for national manufacturers to word advertisements in mediums of general circulation so that they Drawing will bring direct mail replies. These letters Inquiries Through are the dealer's best weapon of defence National Advertising against mail-order competition. They also to Refer locate people who may be trading with his to Local Dealers competitors, and give him an excuse for paying them particular attention, so that he can get them into his store and demonstrate the superiority of his service as a whole.

Luckily there are scattered throughout the United States dealers who are as good judges of national advertising campaigns as they are of merchandise. And the manufacturer who makes superior goods and supplements this work with a national advertising campaign which reflects the sincerity and honesty that goes into his merchandise will get the coöperation of intelligent dealers the minute his salesmen show them his national and local advertising plans.

Selling goods to one dealer in a community appeals particularly to the manufacturer of high-grade merchandise. There are 559,000 families in the Come Dealer United States having incomes of \$6,000 a Appeals year or more. Their trade is worth while, to Manu-The progressive dealer makes a bid for it facturers of High-grade by having the exclusive sale of high-grade, nationally advertised goods which give him prestige and hold the trade of the wealthier families whose community pride makes them buy goods at home if the local dealer can give them the best quality.

The exclusive dealer plan has been tried out by manufacturers of automobiles, pianos, fine silverware, paints, furniture, kitchen cabinets, stoves, candies, and shoes. Even in a small town one can pick out, by noting window displays and the contents of the shelves, the dealer who caters to the high-class magazine reading group of the community.

The better magazines now refuse to carry the advertising of a manufacturer who seeks the coöpera-

tion of local dealers, unless his national campaign is adequate and accurate, safe and conservative. This

How the Magazines class dealers throughout the country, and Are Properties gives manufacturers who have not yet taken Dealer by Up national advertising assurance of success when they do.

Advertising of the Manufac-dealer distribution is coöperation between a high-class manufacturer and a high-class retailer, each doing to the best of his ability that which he is best fitted to perform.

Advertising, which is the cementing factor of this relationship, often gets results much greater than the financial outlay would seem to warrant. It appears to develop power in the same way a lever does. It brings out the latent force of both manufacturer and retailer as nothing else can.

Certainly the retailer who has a choice between a fine line of goods from a manufacturer who does

The no general advertising and one equally good Advertising backed by a broad and skilfully executed turer Gets plan of general advertising will not hesitate. the Prefer-ence with But the man who makes a superior product Live Dealers and supplements his service to the consumer by national advertising and sales-building coöperation with dealers cannot afford to identify himself with a second-rate dealer, or to give the sale of his line to one who will not coöperate with him earnestly, vigorously, and honestly.

It is noteworthy that people who read general magazines and do not find the goods advertised at any

local dealer's are inclined to consider it a re- $Failure\ to$ Handle Advertised $Goods\ a$ the manufacturer.

Reflection on the Dealer remain unrepresented in a community rather than allow an incompetent or unsympathetic local representative to weaken their prestige and lower the standard of service which they have established.

A coöperative arrangement is impossible if either manufacturer or retailer is doing business on a price basis. Unless service to the consumer, which is nothing less than permanent satisfaction, is the goal of both manufacturer and dealer, this form of merchandising must fail.

It is not altogether necessary that the manufacturer use national mediums. For certain territories

he may use publications which cover them in a broad general way. For several years a stricted retritories certain manufacturer selling almost exclusively to dealers located within the State of Iowa has used three agricultural papers which cover Iowa. Daily papers published at wholesale markets are as competent as national magazines to reach influential consumers and get the coöperation of local dealers within the territory which they cover.

There are manufacturers who do no general advertising, but furnish the dealer with electrotypes, booklets, mailing cards, form letters, posters, hangers, window displays, motion-picture slides, premiums, and novelties. A tailor-to-the-trade establishment which

Advertising had built up a large business in this way spent about \$100,000 for devices of this kind Service Furnished and put on a campaign in five national Dealers Includes magazines, including a double-spread in the a Variety of Different Saturday Evening Post, without increasing their total annual advertising expenditure. Mailing cards and form letters were largely replaced by national magazine publicity because it sells both consumer and dealer. The net result was more consumer effect for the same money than they had ever had, and therefore more dealer cooperation.

REFERENCES ON CHAPTER XV

The campaigns of national advertisers who distribute through exclusive dealers are the best material for the student. Manufacturers who use this method of distribution and dealers who coöperate with them will undoubtedly furnish information in detail to all who are entitled to it.

Each campaign is individual and distinct, and has solved its various problems in its own way.

To copy the campaign of another would defeat your purpose.

The creators of new ideas and new ways of dressing up the old story make very good money.

CHAPTER XVI

TRADEMARKS

WANT to consider, first, what the trademark is worth to the consumer.

I can think of no real reason why the consumer should prefer goods which do not bear a trademark. He sometimes has a notion that they cost less than goods of equal merit which are sold under a trademark. But that wrong notion has been bred by a certain wasteful kind of advertising effort which aimed to develop a bargain-seeking class of buyers.

Merchandise without a trademark lacks backing. People who buy cheap things, or because they are so-called bargains, are surely wasting their substance. The purchaser of a bargain assumes all responsibility as to the quality of the merchandise. So many of us are willing to do this because we do not realize how little our judgment of value is worth.

Most of us are qualified to judge of the value of only the few lines of merchandise with which we have what Is had much experience. The highest salaried men in large mercantile establishments are Judgment the buyers, but not until they have had years of selling experience are they entrusted with the responsibility of selecting from the

mass of mixed qualities that which is worthy. Much of the talk about the high cost of living is fathered by the flimsy, useless bargain which pleases for the moment but does not contribute at all to the comfort and satisfaction of the home. But the present-day consumer is beginning to demand utility in merchandise.

Some retailers who will not handle goods bearing the manufacturer's trademark are sincere in this stand. They feel the responsibility of giving Cooperation to the merchandise they sell the authority Manufac- of their own endorsement. This seems to und Dealer me one of the most encouraging features a Benefit to Consumer to the best retailers and the best manufacturers are both animated by a high sense of responsibility to the consumer, a degree of intimate cooperation will be possible which the merchandising world has not yet known. And the consumer will benefit thereby.

It has not yet occurred to most of us that a trademark adds to the value of merchandise in our eyes. Persons who have declared that such was not the case have in the next breath admitted that the piano which they own would not be so valuable, even if they knew it to be the very same instrument, were the gold leaf which reproduces the trademark removed therefrom.

The trademark fixes responsibility. The manufacturer knows he must make good on the standard

which he has established for his product, and the consumer actually enjoys more and derives a greater satisfaction from an article the fine points of which he has been educated to appreciate, an article from which he has been taught to extract the largest amount of usefulness.

Trademarked goods, intelligently advertised, yield the manufacturer a larger return for his labor, and cost the consumer less money.

Greater Profit to

Producer, Lower dise must base his selling price on the cost of

Consumer is unstable. Its fluctuations depend upon

the aggressiveness or lack of intelligence of his competitors. Under such circumstances, he cannot institute or maintain the economies which are possible when he can count on a stable price, no matter what his competitors may or may not do.

Given a profit of 25 per cent. on the selling price, grocers are glad to push goods sold under a well-advertised trademark. On unadvertised lines they demand from 33½ to 100 per cent. The difference represents the cost of advertising to the manufacturer and leaves him an additional profit besides. Yet the article costs the consumer no more. Why? Because of the elimination of waste in gathering the raw materials, in the processes of manufacture, and in the distribution of the finished product.

The advantages to the manufacturer of putting a trademark on his goods are so obvious that I can

think of no reason for his failing to do so except that he wishes to escape responsibility for them. By putting them out under a trade name he recognizes the principle that his own individuality is the basis upon which he must build the largest possible influence with his fellowmen.

Advertising a trademark and marketing goods under it give them stability. Stability means economy.

The Trademark a state of mind which is the result of satisMeans Stability faction.

I have said that the trademark on merchandise invests it with added value in the purchaser's mind; because we associate trademarks with the creation and maintenance of quality standards.

But the worth of the trademark to the manufacturer lies in the fact that it serves as an anchor for all creative sales work which he has put out in behalf of that product. A trademark is the tangible thing that enables the manufacturer to tie to each piece of merchandise that he makes or handles the prestige and confidence which his ability and integrity have won for him in the buyer's mind.

Mr. Edward S. Rogers, a prominent trademark lawyer of Chicago, states that the right to a trademark

Do Not does not depend upon invention, discovery, Hide Your or registration; but upon priority of adoptrademark Under a Bushel uous occupation of the market with goods

bearing this mark.

This statement is interesting in that it implies an obligation on the part of the owner of a trademark to be aggressive in salesmanship, to dominate the market. He dare not assume that his trademark once established he can rest on his oars. If he pushes his product constantly, he may be able, later on, to reduce the price to the consumer. The resultant increase in volume would at least maintain the same net returns, if it did not actually increase his profits. The Ford Motor Company is a notable instance.

The manufacturer who does not advertise cannot take business from the one who does. He may get some business, temporarily, by price-cutting Backing Up the Trademark to distributors who will, for a larger margin, attempt to deliver to him business that has Advertising been created by the producer who advertises. But manufacturers and dealers who do this can never succeed, save in the sense that piracy and highway robbery succeed. When business reaches a state where one man can acquire the property of another without adequate compensation, and keep it, commerce will have sunk to a low level. Fortunately proof is abundant that the merchant or manufacturer who possesses a franchise in the form of the good-will of the general public is stronger than any of the powers of pillage or thievery.

Dealers and consumers have been educated to believe that a lower price is a confession of inferiority, and that the cost of the trademark (apparently paid by the consumer) is so little that its elimination by the non-advertising manufacturer gives him no practical advantage in the market. The consumer is not benefited by the extra sales cost or the inferior quality of unadvertised lines.

If, however, a man takes up a line of business which has been established by a manufacturer using a trade-

The Stronger the by advertising and straightforward sales Competition, work, the competition is a distinct benefit to the original manufacturer, the dealer, and to the Trade the consumer.

The manufacturer who lets his competitors make his prices loses his sense of responsibility to his customers, and puts a premium on mediocrity, slovenliness, and carelessness.

Legally the trademark must indicate with certainty the commercial origin of the article to which it is affixed. The device or symbol has no value apart from the business itself. The courts have ruled that a trademark cannot be sep-

arated, for a price, from the business of which it is the visible sign.

It is not necessary to register a trademark, but it is always advisable.

In many foreign countries registration of the trade name gives the right of ownership to the one making the first registry. In the United States it is merely presumptive evidence. Title to the business and the right to use the trademark depend entirely upon priority of use.

The law of unfair competition has been the most valuable protection that users of trade names have had. It says that no one has the right to represent his goods to be the goods of another.

The best trademark is an arbitrary or coined word which has no descriptive quality in connection with the goods to be sold thereunder. It should be of such character that it can mean one thing and nothing else, both legally and practically. It is quite easy to invent a word which is easily pronounced but does not appear in the dictionary with a meaning which belongs altogether to the goods on which it is placed. It is wiser not to advertise anything like "Michigan" celery, or "Minnesota" flour, as these are generic, descriptive terms and could be adopted by any one who wants to enter the same field.

Before deciding upon a trademark it is best to get expert legal assistance. There are many names in which no exclusive right can be secured because they are descriptive, or are otherwise legally objectionable, or cannot be protected because they have been preempted.

Several large advertising campaigns have been held up, after they have been launched, because it was discovered that some obscure manufacturer doing a small local business had prior right to the use of the name which had been selected for a trademark.

One of the most valuable elements of the service of a national advertising organization is its ability to devise effective trademarks. Years of experience with trademarks have taught them where the shoals are which threaten the manufacturer who contemplates adopting a trade name and marketing his wares under it.

REFERENCES ON CHAPTER XVI

For additional reading on trademarks, I refer the student to the following treatises:

"Sebastian on Trade Marks," "Paul on Trade Marks," "Hopkins on Trade Marks," and "Nins'

Unfair Business Competition."

"Good Will, Trade Marks, and Unfair Trading," by Edward S. Rogers (A. W. Shaw Company, 1914, Chicago), is a most interesting and exhaustive presentation of the whole subject.

"Trademarks and Their Advertising," 1913, by Charles G. Phillips, president of the *Dry Goods Economist*, 231 West Thirty-ninth Street, New York City, is a two-thousand word monograph crystallizing the experience and convictions of one of our foremost trade-paper publishers. Mr. Phillips will send a copy to any reader of this book who requests it.

CHAPTER XVII

PRESTIGE-BUILDING ADVERTISING

EXPERT salesmen agree that their work must be authoritative, i. e., it must lead the buyer to accept their judgment as to what he had better buy, instead of following his own bent. A the capable salesman knows more about the Salesman's goods he sells than any buyer can possibly Establishing know. Of course he must also be able to Prestige produce in the buyer that mental attitude which will afford him the greatest possible utility and satisfaction in his purchase.

I have said before that the salesman who wishes to establish his position as an authority on his particular line must not let his aim be too apparent, lest the buyer resent it. His prestige must be an outgrowth of the buyer's satisfaction with the goods which he is accustomed to purchase on his recommendations. The most satisfactory customers are those who think they buy, not those who know they have been sold.

Prestige is that quality which causes others to accept one's statements without question. It is the crystallization of earnest, faithful work on the part of the producer of the goods in realizing the best quality for a given purpose and then impressing upon the

Prestige mind of the purchaser all the possibilities of usefulness which the merchandise will possess of Quality for him when it passes into his hands.

Without Question Advertising builds prestige for the manufacturer and good-will for all his products.

Prestige is not inherent in an article, but is what

people say about it, and to whom they say it.

The prestige of the political leader is gained by confidently affirming and by continually emphasizing

Constant
Reiteration
That he possesses certain qualities. He may
Gains
Prestige
have them in common with many other persons, but the group does not realize that,
because he is advertised, and the others are not.

Politicians know very well that what is said about them and the manner of saying it measurably affect the amount of influence they have with their camp followers. Both praise and condemnation may add to prestige; but no man can be laughed at and hold a loyal following.

We are respected as much for the enemies we make as for our friends. No one who needs the support of Prestige the public dare neglect the manner in which Depends as the story of his achievements, his move-the Manner ments, his opinions, and his ideas on certain as on the Matter of subjects is to be told to those whose appro-Your Story bation he would win.

In many instances public service corporations

that are giving real service are unpopular because their officials have overlooked the fact that prestige can be gained by telling a story scientifically, i. e., an interesting and informative story which will, at the same time, create that apparently intangible but none the less real factor which is called "favorable public opinion."

So often we have misunderstood the motives of public men who were discharging their duties faith-

The Price of Silence talk about their work as proof that they were dishonest. Such a situation has usually been due to their misconception of what is true publicity.

Many who were severely criticised while they lived have a high place in history, because the publicity given them by the historian has accomplished *after* death what a well-trained advertising man could have done when it would have been worth while.

Those who knew intimately and came into personal contact with Mr. Taft while he was President A Pointed of the United States were sure of his sin-Instance cerity and his keen appreciation of his responsibilities.

Mr. Taft is not our President now because he did not understand that it is not so much what one does as it is what is said about what one does that adds to or takes from prestige.

Some day some writer of history will find, perhaps in Mr. Taft's personal correspondence, or in the private papers of men who were close to him, proof that he possessed qualities that would have gained abundant prestige for him during his term of office had we all been told about them in a simple, straightforward, understandable way. Such a prestige might have been produced, I believe, that Mr. Roosevelt would not have risked opposing him.

By neglecting to control the manner in which the story of his work was told, Mr. Taft deprived himself of the prestige to which his work judged alone gave

him clear title.

Much of the present-day prestige of the distinguished men of the past they owe to the men who recounted the tale of their deeds. Many

Old Masters of the master artists of all time have lived Made New and died poverty-stricken, because no contemporaneous historian interpreted their work so that their fellowmen could understand and appreciate it. Nor would most of

us value these masterpieces to-day did not art dealers and collectors, by one means or another, constantly keep up our interest in them and direct our attention to points of excellence which must otherwise have escaped us altogether.

The man who is to profit by whatever prestige may legitimately attach to his achievements needs some one to tell his story for him. Unless building story and indeed he chance to be one of those few forthe Telling tunate men who are able both to do and to get the rest of us to appreciate what they do.

It might be remarked in passing that the man or

woman who knows how to teach the many to value his or her talent often gets a larger share of honor and glory than the public thinks is due. It is just at this point that most of us fail to reason accurately.

Doctor Cook had ample publicity; but it won no prestige for him, because he gave us something which

Publicity Without us to expect of him. Each year new names and faces appear above the horizon which separates the "unheard of" from those who have "arrived"—and disappear; because they could not "make good" on their publicity, or sustain the prestige which it would have created for them. There can be no permanent prestige unless the story fits the facts.

Many will contend that there are more far-seeing statesmen than Theodore Roosevelt, that there are actresses whose work is truer than Sarah Prestige-building Bernhardt's has been, that Mary Garden cannot sing; but the fact is that large groups of people believe in each of them, and evidence that belief by continuing to give them their support. That is proof absolute that they "make good" on their publicity.

It is only when the publicity has overstated or has been more liberally interpreted than it should have been that a sense of disappointment has resulted in connection with any one of those geniuses who possess so bountifully the knack of telling the story of what they do in just the way which insures them maximum public appreciation.

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The reflex of using a trademark is to create a sense of responsibility which forces the manufacturer to maintain a high quality standard. The Penalty—same thing is true of publicity. The manu-"Make Good" facturer who advertises that his goods will represent a certain well-defined standard has practically discounted his note of hand with the public. He has to make good.

Sometimes a manufacturer takes up general advertising because he thinks he will make more money that way, and for that reason only. As soon Makes the as he realizes that the advertising has comGoods Live Up to the Prestige with the public, he bestirs himself to improve his inside organization. Better merchandise is the result. The consumer gets the benefit.

Other manufacturers have decided, after investigating the power of general publicity, to improve the quality of their merchandise before undertaking a general campaign.

I know a man who considered the pros and cons a long while before he made up his mind to advertise. He knew that if he started it, he would have to keep up the quality, no matter what the raw materials cost. And he was afraid he might not be able to increase the price to cover such a rise. That man is a national advertiser now. He found out that the confidence of the public (which advertising gets for him) is the best means of adjusting prices to the market conditions of raw materials.

Some years ago another manufacturer had to face a decided rise in the price of his raw material. His salesmen gave him to understand they could have in not sell goods at the price necessary to cover Price Built this advance if the quality was not to be changed. He was tempted to use an inferior raw material, or to cancel his advertising for the year.

Instead, he went to the consumer and the dealer and explained that in order to keep up his quality he was obliged to increase the price. By inference he created the impression that competitors who did not do likewise must be using a poorer quality of raw material. This publicity strengthened the bonds of confidence between his brand and dealers and consumers; he increased his advertising appropriation, and the net result was the best year he ever had.

In planning a campaign, the advertiser should remember that it can build for him, if he commendates with it, a prestige which will give Deciting him the balance of power when buyers hesitate, because everything else is equal.

Certainly an advertiser who shows by his manner of conducting his business that he values the quality of its prestige, more readily gets the cooperation of publishers who believe that admission to their columns bestows upon the advertiser the prestige which the publication has with its readers.

An advertiser who wins first the confidence and

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support of the leaders of the group to which he wishes to sell is wise. He is realizing on their prestige, which, it will readily be admitted, is a force quite separate

*Building** from the inherent value of the merchandise *Prestige** on he offers or the salesmanship he uses in presenting it.

Advertising mediums confer prestige upon the advertiser who uses them in exact proportion to the reader's confidence in the advertisement pages as a whole.

The advertising of one firm has more prestige than that of another for exactly the same reason.

Prestige rests upon confidence, and confidence is publicity, the foundation of which is satisfaction. The creation of prestige should be the aim of every advertiser. It means conservation of power and elimination of waste.

There is a certain kind of salesmanship which finds a market among those who positively enjoy possessing things which their less fortunate neighbors have not the means to buy. Dealers in antiques, small exclusive shops that are supposed to be patronized only by the socially elect, freak restaurants and summer and winter resorts often get business by an appeal to snobbishness.

This might be mistaken for prestige-building. It is not. Fashions, fads, and fancies come and go constantly. The man who elects to make a living by catering to them leads a precarious existence.

Of course there are many people who need not consider the cost of gratifying a desire. They are willing to pay for the pleasure of dealing with perPrice of sons of refinement and culture. They are willing to pay for knowing they are not going to be thrown in contact with objectionable persons. They are willing to pay for their confidence in the merchandise they buy, although they may not be conscious that they are paying so much for merchandise and so much for confidence.

The practice of institutions which have been established by the use of prestige-building salesmanship and advertising is to reduce their prices to a point where no customer need pay more than he would elsewhere for the same service. Then the prestige of the business, which undoubtedly is an element of the purchaser's satisfaction, is service plus.

No business is safe which charges more, simply because its customers will pay more. Prestige is business life insurance.

A House of Cards The patrons of certain dealers in musical instruments, jewelry, and art objects, and of certain tailoring and dressmaking establishments insist they get full value for every dollar they spend, quite apart from the question of the prestige of the house from which they are buying. Competitors have their groups of customers who are equally sure that they get full value in the merchandise of stores which sell lower-priced lines.

When does a customer pay for prestige and when

does he get it as an additional satisfaction? It is the old story, "How can you tell the difference between a mushroom and a toadstool?"

A business is decidedly in danger when customers who have unlimited means leave it for competitors whose prices are lower.

A waiting-list would seem to be the only positive insurance which a business that depends altogether upon prestige may have.

As Omar Says:

"A Hair charges for prestige and the house which charges for prestige and the house which gives full value in service cannot be deterthe False and True" mined by consulting the customers of either or both houses, for there will be radical differences of opinion.

When a lawyer has more possible clients than he can take care of, when a physician's reception-room is crowded with people waiting their turn, when motor cars have to be ordered several months in advance, it may be assumed that the high price is justified by the service.

But that business is doomed whose customers, having ample means to pay the highest prices, go elsewhere believing they are getting the same value for less money. And the management usually wakes up too late to reëstablish the business on a sound service basis.

REFERENCES ON CHAPTER XVII

Lord Rosebery's "Napoleon, the Last Phase," 1900 (Harper & Brothers, New York), detailing Napoleon's life after he reached St. Helena.

"The Greatness and Decline of Rome," 1907–1909 (W. Heinemann, London), by Guglielmo Ferrero.

William Hickling Prescott's "The Conquest of Mexico," 1909 (E. P. Dutton & Company, New York).

These books are as fascinating as modern fiction: they tell of men who believed in and attempted to create prestige for themselves. They trace clearly the effect of ideas dominating the group consciousness in the history of nations. They show how real leaders of men have always striven to sway the minds and especially the emotions of the people whose confidence gave them their power. They show clearly the difficulty of the historian in separating fiction and fact, because leaders of people have always been more concerned as to how the story of what they were doing was told the people than in the story itself.

CHAPTER XVIII

COÖPERATION BETWEEN SALESMEN AND ADVERTIS-ING—SALESMAN, THE CLOSER—ADVERTISING, THE MISSIONARY

A DVERTISING becomes a significant element of salesmanship when the salesman perceives its power to implant the buying impulse in the minds of prospective customers. Then he can devote to closing sales the time and energy he had been putting into stimulating them. A worth-while salesman's time is valuable, and should not be frittered away on work that could be done by advertising. A salesman should be a closer, not a missionary.

Advertising serves the salesman by putting the dealer in the most favorable mental attitude before

Creating he calls. The dealer soon discovers that the Buying advertising serves him, too, by continually Impulse creating in his customers the impulse to buy.

It follows that advertising cannot be completely competent unless it has the salesman's confident cooperation.

The most successful salesman uses advertising in selling goods, just as the factory superintendent uses modern machinery in manufacturing goods.

It may seem strange, therefore, that it should ever

be difficult to get a salesman to cooperate with the advertising of the institution which he represents.

Team Salesmen really sell ideas. The sale takes Work place in the buyer's mind when he lets the salesman's idea supplant his own.

Salesmen are human beings and must themselves be sold on new ideas to replace the old ones. So for the past ten years my work has been largely selling to salesmen who were already doing a good business the idea of coöperation with advertising.

First, it is necessary to convince the salesman that by cooperating with the advertising he can so largely

Increased Increase his sales that his net personal income for the Salesman the amount of his sales.

Advertising is right only when it serves the con-Personal salesmanship can be permanent sumer. only when it survives the same test. No to the manufacturing institution or retail store Consumer can advertise and pay its salesmen the same -the Stability rate per dollar of actual sales without in-Test of creasing the burden to the consumer. Both Advertising and 8 th - salesman is putting in full time and conmanship centrating on his work, it is comparatively easy to convince him that more competent tools mean larger aggregate sales. He cannot make advertising count for him until he understands what it really is, and what are the purposes of the campaign of which his work is a part.

The salesman who scorns the assistance of advertising, if he is to be consistent, should refuse to use

the mails, the telegraph, and the telephone. The Salesman Because the cost of these three agencies, Medieval which multiply so many times the possible Mind number of buyers within his territory, must

be charged to the selling appropriation.

There are 92,919 commercial travelers in the United States, and 611,139 retail salesmen. Most of these 704,058 men and women are distributing the Selling merchandise to the consumer more economi-Cost cally than he could be served by any other means. There are also 317.811 agents and peddlers. It may safely be said that no agent or peddler delivers goods to the consumer at less than double the price he has paid for them. No advertised line that I know of, sold through a local dealer, bears anything like such a selling cost.

The commercial traveler and the retail Utilizina the Modern salesman must decide whether they will be Machinery peddlers and do practically all the work of of Selling selling, or whether they will be salesmen in the true sense of the word, cooperating with all those forces which mean volume of business and are most economical and serviceable to the consumer.

Advertising I have often said that the first manufacand Selling Wore than turer of a competitive line who advertises can Salesman- market his product by means of advertising ship Alone and the best type of salesmanship, pay his salesmen better salaries than his competitors can afford

to pay their men, and keep his total appropriation for advertising and salesmanship within the figure which previously had been sufficient for personal salesmanship only.

This statement has been proved to be true for many lines, notably ready-made clothing. The clothing manufacturer did not advertise to the consumer at all twenty years ago. The best houses pay their salesmen 3 to 4 per cent. on their total sales. The advertising appropriation is generally less than this. It would not pay a salesman who handles a well-advertised line at 3 per cent. to exchange it for an unadvertised line at 10 per cent. With advertising, his volume of sales goes up immediately, and the conditions of work are more pleasant.

Salesmen for a certain manufacturer which advertises nationally to the consumer but distributes

The Salesman hotels wherever they go, carry a packer Works on a Bigger whose salary and expenses must come out Scale of their sales, and arrange in advance for customers within a radius of eighty miles to call on them on specific days, allotting two hours a day to each customer. They get these customers together in the evening for a conference and general coöperative discussion of trade-building plans in which all are interested. Under the old régime, the salesmen had to pack and unpack their sample trunks, and could not cover nearly so large a territory. Result: their total sales were much less.

A commercial traveler who understands thoroughly that his salary and expenses must come out of the goods he sells will take advantage of every force which will help him get the same result at less cost to the dealer and consequently to the consumer. He knows (at least he can know if he investigates) that intelligent advertising does work that he must otherwise perform—and does it at less cost. A retail salesman ought to be glad to push advertised lines, for by so doing he is rendering the consumer the largest amount of service, and making himself more nearly indispensable.

There are to-day a number of large mercantile establishments which must adopt another method of dealing with their salesmen, or—have no Advertising chance at all twenty years from now. Un-Insurance less they soon perceive that scientific adverdagainst the Future tising saves money, young merchants who do

are going to crowd them out.

There are wholesale grocers who permit their salesmen to quote cut prices on staples, and then measure

their value to the house by the amount of Let the merchandise they have sold on which exor-Wholesale Salesman bitant profits have been made. This prac-Coöperate tice fosters a merchandising condition which with the Advertising is just about as bad as it could be. The retail of Branded Staples to grocer ought to respect the wholesaler's Set Higher Standards salesman; he ought to realize that this man for the can be an immense help to him in building Retailer a business. The grocer should be sold on coöperation, and taught how to explain to his trade

that his service is worth the difference between the cost and the retail price of his wares. The handling of advertised staples by retailers fosters such a relation; but the salesman or jobber who confuses the retailer and destroys his conception of values is a force that pulls in the opposite direction and is demoralizing.

The commercial traveler who represents an advertised line and the retail salesman who talks to the lt Is the consumer across the counter have a chance Salesman's to study the buyer at close range and to Job to Job to adapt their merchandise to his desires and Trade to needs. Of the two the commercial traveler should have the broader outlook. He should be able to talk not only to the merchant but to his clerks, from their own standpoint, which is that of the man who purchases goods to sell again. He must also convince them from the standpoint of the consumer.

In Chapter IV I have outlined the advantages to the individual of being a member of various groups. There is also this: that the leaders of the various groups to which you belong, by reason of the obligations of their office, relieve you of various duties, and much planning and organizing.

Just here I want to point out that the man who cooperates is constantly educating within himself the highest type of individuality. We all know the man who, as a youngster, went into a large business house and did willingly and cheerfully everything he was asked to do; until it became a matter of habit to give him the first opportunity to handle whatever new responsibilities arose as the business grew. This type of man rises to the head of an institution as inevitably as cream comes to the top of milk. His ability to assume and make good on the varied tasks entrusted to him gives him a broad grasp of the business as a whole and develops individual competency and the sense of power which is the product of responsibility.

The word responsible really means "ability to respond," which is about as true a definition of "coResponsi operation" as could be framed. The perbitity—Co- son who cultivates the ability to respond is operation constantly exercising those qualities which characterize the best type of manhood. I would qualify this statement only thus far—that such a man must test what he does by this one query:
"Does the business I am engaged in and the work I am doing in connection with it give the consumer the best service which he or she can possibly obtain?"

Advertising flourishes where cooperation is understood and practised. A baseball team will have better catchers, more wonderful pitchers, more remarkable basemen and fielders if each member of the team positively desires each one of his fellow players to perform brilliantly, to excel.

The reflex upon the man who practises coöperation makes him a better man; it enlarges his individual

It instils in the minds of his associates the powers. idea of reciprocity, thus assuring him of their support when he needs it. Coöperation reduces the You Are cost of production. By elevating the stand-Bound to Get More Than You ard set for all—because that standard con-Give, No stantly embodies the best thought of each Matter How Much individual member of the organization—co-You Give operation improves the quality of the joint product of all the members of that organization.

REFERENCES ON CHAPTER XVIII

The idea which underlies scientific management is intelligent and confident coöperation. Salesmen will enjoy Frederick Winslow Taylor's "Principles of Scientific Management," 1911 (Harper & Brothers, New York City), and Harrington Emerson's "The Twelve Principles of Efficiency," 1912 (the Engineering Magazine, New York City).

CHAPTER XIX

PRICE MAINTENANCE

E CAN best approach a consideration of price maintenance by reviewing the following points:

(1) The one-price system builds business for the retailer. It serves the buyer best, by saving time which he must otherwise spend in bargaining. It conserves the selling energy of the salesmen who must concentrate on demonstrating the specific value to the consumer of the goods offered for sale.

(2) Mail-order business is possible only because prices can be *fixed* and vast editions of catalogues printed and extensively circulated. Consider the confusion, loss of time, and congestion which would be inevitable were any time devoted to writing letters to ask for prices or to haggle over charges!

(3) The exclusive dealer, or the agent of the manufacturer, likes the one-price plan because it insures him a profit. In fact, this price argument is the basis of the abuse of the exclusive dealer idea. Many manufacturers put in time selling the dealer which could be spent more profitably upon the consumer. Many retailers load up with exclusive lines; whereas

a keener appreciation of the value of service in the distribution of staples would have been more valuable to the consumer, and, therefore, more profitable to the dealer.

Producing a staple and advertising and distributing it through every possible channel is the big-

The gest thing a manufacturer can do. It calls Field of for more kinds of ability than any other Tremendous Accomplish-kind of commercial effort. It is no task for ment the quitter, the faint-hearted, or the "piker." The results it gets are princely in scope and splendor.

Given an article of merit and a fair price (which means a margin of profit for all who assist in getting

Getting the maximum distribution for it), an adethe "Jump" quate national advertising campaign will so
entrench one manufacturer's position that a competitor who makes equally worthy merchandise must spend
many times as much for advertising in order even
to divide the field with him.

Price cutting by retailers must be fought on the theory that the manufacturer who creates and controls the market for his own goods can best serve the consumer.

Retailers who make leaders of advertised goods by cutting the price will eventually substitute to the detriment of both manufacturer and consumer.

Unfortunately, the Supreme Court of the United States has been ruling against the manufacturer who wants to put a fixed reselling price on his merchandise. Some lawyers believe that the fact that a man can control the use of his name and can prevent others from selling goods which purport to be his will even-

tually find legal expression in a decision preme Court which will give owners of trademarks the and the right to determine the price the consumer shall pay for goods bearing that trade name. Present rulings proceed upon the assumption that the man who buys and pays for an article owns it absolutely and can give it away or sell it for any price he sees fit to place upon it.

There are two ways of handling price-cutting on staple, trademarked products which all manufactur-

Two Ways ers agree are reasonable:

of Maintaining
Price—Both stances where a salesman has induced a

Effective dealer to give up price-cutting on his product. Each dealer promises to quit if the others will.

Dealers are in business for the money there is in it. If price-cutting does not bring trade which buys other goods at a profit, the dealer soon throws out the article he has been cutting and substitutes a competitive article. The manufacturer who created and developed the market loses; and the consumer loses.

(2) By refusing to sell to price-cutters. It is illegal Selecting to agree not to sell, but a manufacturer may refuse to sell to a distributor without giving Able to any reason.

Stop Pricecutting universally conceded and the evils of pricecutting so generally condemned that salesmen should

be selected with direct regard to their ability to put a stop to the latter in the territory which is assigned them.

When dealers are fully conscious of the power of a trade-building advertising campaign to locate new buyers for advertised staples they will not be so prone to cut on them.

A salesman who comes to the dealer with suggestions, plans, and methods for increasing his business by coöperating with the manufacturer's advertising plans (which means new business for both manufacturer and dealer) can easily convince him of the folly of diverting an established demand, for a little time, by price-cutting.

For each buyer who *knows* the value of a piece of merchandise and would be tempted by a cut price there are *twenty prospectives* who have been almost convinced by the advertising and need only the dealer's invitation to buy and assurance of quality to close the sale at a profit.

Cutting the price to these prospectives may "queer" the sale altogether by suggesting inferior quality. What little is gained by enlarging to One the market among those who are already May Convinced of the value of the article is more Confidence than offset by the loss of confidence among those not yet sold and the certain curtailment of distribution by dealers who will put under the counter goods that are sold at cut prices elsewhere, and only supply them upon positive demand.

Retail merchants' associations know what the effects of price-cutting are. Sometimes retail grocers have met department store price-cutting at the instigation of the secretary of their local organization, who keeps them informed of exactly what is being done. The department store has to make a profit, and will stop cutting when there is nothing to be gained by it.

It is commonly believed that the grocery section of a department store is only a bait to get trade into

the store. It is noteworthy, in this connection, that to reach the grocery section one must usually pass through other departments where profitable goods are attractively displayed. Many successful retail grocers meet the situation squarely by selling customers on the value of their service, and by convincing them that a reasonable profit on dependable merchandise is just.

Some years ago there was considerable talk about the manufacturer advertising to the consumer, thereby creating a consumer demand which would force the retailer to handle his goods. In many instances this policy has apparently worked. Wherever such is the case, there exists an opportunity for a competing product of equal merit to supplant the present leader, if the manufacturer will work out a scientific plan of advertising to the consumer, sell to the logical distributors, and give each link of the distributive chain a reasonable profit.

To one dealer who can be coerced by advertising which creates a consumer demand there are twenty who can be convinced that in the "almost persuaded" consumer there is a chance for manufacturer and dealer to coöperate and build business for each other.

The salesman who calls on the dealer can say truthfully that he is not interested in the sales the dealer is forced to make through advertising. His house is bound ultimately to get the business of the consumer who will seek the store that keeps advertised goods and refuse to trade at the store which does not. This salesman can say that he is not sent out to get the business that is the result of advertising demand, but to get new business by showing the dealer how to make sales which have been started and partially developed by advertising.

The dealer who understands the power of advertising will not be a price-cutter. He will be a conservationist, not a pirate; and will push his business on service lines; for service brings him the good-will and fixed buying habits of satisfied customers.

No advertising and selling campaign of national scope can be considered complete or likely permanently to entrench the product advertised as the leading staple of its class unless the price of the article to the consumer has been fixed justly.

Merchandise of universal distribution should be priced low, for two reasons:

(1) Because the patronage of the masses cannot be expected unless they get maximum value for their money.

(2) While cost does not measure the value of goods to people who have money enough to gratify their desires, a low price does enlarge the market of any product by bringing it within the reach of the largest number of people. It also fortifies the manufacturer against future competition. Persistent advertising supplemented by shrewd, competent salesmanship will hold a market once preëmpted.

Why? Because good advertising is the cheapest salesmanship; because the skilful advertiser can pay the highest salaries for the best salesmen, and still keep his total selling cost under that of his competitors.

Goods marketed through all channels of distribution use advertising in the largest way, to benefit Advertising the consumer, the advertiser, and all intermediaries in the plan of distribution. Goods become staples and the cost of moving Price Main-them is diminished to the least figure. They actually pay best every one who touches them. They are sold at a low price, to get the widest market; but bear a sufficient margin to pay all those whose services are needed to give them the adequate distribution. This is the ideal condition.

The lower the price to the ultimate consumer, the less trouble the manufacturer will have with pricecutting, the wider will be his market, and the more

likely he will be to establish himself permanently in it. He must remember, though, that the laborer is worthy of his hire, that stable conditions must be fostered, and that price maintenance is the mother and father of stability.

It cannot be out of place to close this chapter with the statement that a manufacturer who trademarks an article of merit and plans a comprehensive merchandising and selling campaign, the objective point of which is the confidence and convenience of the consumer, creates a staple in every sense of the word.

A well-advertised product towers above its competitors in the public mind, though it may be no more deserving. It has achieved distinction and acquired the consumer's preference. Its maker can count on a certain known demand. This insures better quality for the consumer. All this because he and she, the consumers, put their trust in the manufacturer's trademark. Price maintenance is the manufacturer's duty to protect the business he has created.

REFERENCES ON CHAPTER XIX

"Price Maintenance," 1912 (the Commerce Publishing Company, Philadelphia), by Thomas A. Fernley, is the most complete exposition of the idea that has reached me. It contains many specific ideas for trade betterment. But the author betrays a peculiar lack of appreciation of the power of advertising to do away with many of the evils for which he suggests other remedies.

In "Concentration and Control," 1912 (the Macmillan Company, New York City), Charles R. Van Hise, president of the University of Wisconsin, discusses at considerable length the debasing effects of price competition as compared with the splendid results which the other two kinds of competition—namely, quality and service competition—get for us.

On price maintenance, see also: "Price-maintenance Encourages Individual Enterprise," Collier's Weekly, July 19, 1913, by Louis D. Brandeis; "Cut-throat Prices," Harper's Weekly, November 15, 1913, by Louis D. Brandeis; "Competition and Coöperation," The Fra, December, 1913, by Dr. Charles P. Steinmetz.

CHAPTER XX

ADVERTISING OPPORTUNITIES

THE word "opportunity" suggests a human being at once. Imagination is the key of opportunity. To man only is it given the power first to project a mental picture of a possibility, and then to transform it into an actuality.

Progress is thought that has found expression in physical labor. Work without thought will always be menial and have to pay a heavy tribute to supervision. Thought which does not find concrete form in creation makes man a mere dreamer.

The line between success and failure is so thin that a man has to keep two thoughts constantly in mind. One is to know what he can do better than other people. The other is to know how to impress people that are in the market for the kind of ability he possesses that he can and will deliver without friction withother people who are selling their services to the same buyers. He must know what he knows and know how to coöperate in rendering service.

First, let me emphasize the fact that there is nothing mysterious or strange about the business activities which are covered by the word "advertising." Young men who want to study advertising often come to me for advice. A little questioning makes it Advertising plain that they think advertising is a marional Serious ette show sort of thing, operated in some strange fashion by wires and hands not seen, and speaking a lingo all its own, a magic formula for making money rapidly—something which can be acquired in much the same way that we learn the multiplication table.

The big field of advertising is its application to ordinary everyday business. The business of producing, marketing, and using advertising space does require various kinds of talent and experience. But the big opportunity in advertising lies outside what is commonly known as the advertising business—for the next ten years. The key to success for the young man whose sole capital is brains and energy is the application of the principles of advertising to ordinary everyday business.

There are several distinct types of advertising men.

1. The publisher or plant-owner is the man who produces advertising space. It happens that he is rarely the best judge of its value to the advertiser;

The for he is primarily an organizer and execuPublisher tive. The best publisher is the man who
knows best how to get and hold subscribers. The
men who own street railway advertising and billposting privileges, painted bulletins and wall space,
and electric signs, are concerned largely with leases

and with details incident to building and maintaining a plant.

2. The advertising solicitor who represents the publisher and plant-owner must possess marked sales

ability. The advertising solicitor of twenty Advertising years ago did not at all resemble the man who does this work to-day. Business men no longer need to be persuaded to advertise. Advertising is not on trial now. Each advertising medium has won its own place in economical merchandising. Contract-getters are constantly being replaced by men who know the characteristics of the groups of people reached by the mediums they represent, and who can advise how best to use the space they sell. The ideal representative advises against the use of his medium when he knows that the advertiser's story is best suited to another. He seeks for customers those whose business can best be advanced by using his medium. He is after permanent business, and that predicates the possession of satisfied. loyal customer groups.

3. The advertising writer's work is to find out the salient points of the merchandise he is expected to sell, and its points of contact with the people

Advertising whose confidence in the medium makes them Writer accessible to him. The mere writing is simple, once the preliminary study has been completed. The illustrator differs from the writer only that he uses pictures instead of words. Both of them know well that in the interpretation of the advertiser's

message to the group which can most be benefited by it lies the highest expression of the art.

4. The buyer of advertising space must be an analyst and a statistician. A goodly measure of ex-

perience and common sense added to this,

Buyer of and ability to read human nature, soon put

Advertising him in the foreground of the advertising field.

5. Printers, plate-makers, and typesetters advance beyond the limits of trade lines in direct Printers, Plate-ratio to their ability to comprehend and inmakers, and typesetters terpret the advertiser's message.

Broadly speaking, one of the best openings for the young man who wants to take up advertising is with the publisher. Each one of

Big our 22,141 daily, weekly, monthly, and misAdvertising cellaneous publications has a permanent
Opportunity
with the place for the man who can increase its
Publisher revenue and eliminate waste in the distribution of the fruits of intelligently directed labor.
To do this he has only to insist that the advertising
columns of the paper must be as informative and
interesting as the news columns.

Many publishers have added to their personal incomes and made their publications more useful to the readers, and therefore more valuable to the advertisers, by writing copy for them.

It would pay each one of the 790,886 retail dealers of America to study advertising, the laws which govern it, and its methods; and then apply them.

The manufacturer who advertises serves the consumer by keeping in touch with him in gathering data for advertising, and by teaching him how to make the best use of what he buys. Every merchant, every salesman behind the counter, every commercial traveler, every sales manager, should know what is right and what is wrong in advertising. Those who neglect so to equip themselves must not complain when they are supplanted by those who have done so.

It is noteworthy that universities are now offering courses in journalism and advertising, and that there Advertising are several correspondence courses in adver-Courses in tising that are well worth the time and money Universities they demand. The only warning I should voice with reference to the study of advertising applies with equal force to all theoretical knowledge. A fact is a theory that has been demonstrated.

All learning is valuable in so far as it trains to think and teaches the principles which control the everyday events of life.

The spirit, not the letter, is the thing. To imitate is servile.

Many an advertising failure is the result of following precedent blindly, of applying the letter of the law instead of its intent, the slavish imitation of the mannerisms and style of the successful. It is the frank, spontaneous expression, allowing the style to take care of itself, which has the appeal.

The quiet, unobtrusive service methods of the present-day salesmanship, as contrasted with the boisterousness and occasional sharp practice of its forerunner of a quarter of a century ago, is paralleled by the differences between the advertising man of that period and the writer of copy, the illustrator, and the solicitor of to-day, who rely upon a simple, straightforward story to the consumer. An expression which diverts his attention from the main issue—the service he is to receive—is wasteful.

The opportunity in advertising is the opportunity which exists in all merchandising and selling—to eliminate waste, and to install and maintain simple, direct methods which conserve the buyer's time by giving him, with the least effort on his part, a complete understanding of the usefulness he is to have in his purchase.

REFERENCES ON CHAPTER XX

"How to Get a Position and How to Keep It," 1908 (Funk & Wagnalls Company, New York), by S. Roland Hall, will help the beginner market his ability.

"The Message to Garcia," by Elbert Hubbard, must always remain a classic in revealing the kind of man who grasps and makes the most of the opportunities that are in every one's path. Mr. Hubbard's brochure, "Get Out or Get in Line," is typical of his sound business philosophy which he expounds every month in the Fra and Philistine in a style which can be profitably studied by every advertising writer.

CHAPTER XXI

THE ADVERTISING MANAGER

THE average young man who considers the advertising business as an opportunity for his own future usually thinks that the position of advertising manager is the most desirable one.

Many men think of the advertising manager as sitting in his office and receiving calls from men who have all kinds of space to sell, also from photographers, printers, engravers, artists, dealers in novelties. True, there are many men who bear the title of advertising manager but whose duties go no further than acting as a buffer for the man higher up. And to a certain limit this is worthy work. Many of those men have keen discrimination and judgment in knowing which of the many things that come to their attention every day to take up to the sales manager or head of the The position of advertising manager is one not strictly defined in its scope nor standardized. Many men having the title have absolute authority; others have the authority only to investigate and make recommendations; still others are no more than clerks to whom detail work is delegated for checking up.

The advertising manager in the full sense of the word should be synonymous with sales manager.

He should be the man who interprets the Advertising sales policy of the business, both to the per-Manager Should Be sonal salesmen and to those who are reached Synonymous with Sales through the medium of printers' ink. The Manager experience that I have had in the advertising business through more than twenty-five years leads me to say that the advertising manager's job is just about as big as the man who occupies it. Mr. H. M. Swetland, president of the Class Journal Publishing Company, once said to me that he couldn't make a bigger trade paper than the editor that he could get to run it. The same is true of the position of advertising manger. The job is as big as the man who fills it.

Instance after instance could be cited of large business institutions where the men who now direct and control their policies started as advertising managers. Many other instances could be given where men as advertising managers secured their first broad insight into business and grasped the possibilities of the market in its relationship to the group of people that sustain and make the market possible better than the men for whom they were working. As a result they advanced to the highest executive positions in other concerns where those in charge were big enough to appreciate creative ability and grasp of selling opportunities.

It may be truthfully said that a young man, in

developing his business career, passes through four distinct epochs. First, in the days when he is earning

The Four enough money to pay for his clothes and Eppochs board and have something besides, without in a Business being dependent in any way upon his parents, Career comes the consciousness that he can support himself. This is a delightful sensation to any young man and is always to be fondly remembered. It is one of the best foundations upon which an executive builds his career, to be able to say that at a certain age he performed a certain duty for a certain sum and he earned what he got without any pull, preference, or any other consideration than the actual value rendered the house upon whose payroll his name appeared.

In the second epoch the young man has advanced to such a position of responsibility that he can be

entrusted with work without supervision. Second Epoch— He realizes that he is trusted and must act Working upon his own initiative and on his own judg-Without Supervision ment. In this second epoch a man realizes that honesty, dependability, and the power to accept responsibility bring him cash dividends in addition to the amount of physical and mental labor that he can put into his task. This is the position occupied by many salesmen out on the road. Unfortunately, for themselves and for the houses they represent. they feel that they have reached the limit of development. This thought in their minds is a handicap both to themselves and to the houses which employ their services.

The third epoch in a successful man's career might be termed the executive epoch. He realizes that if

Delegating to Subordinates
Is Epoch
Number
Three

Three

Delegating to Subduties for handling under his supervision he could accomplish more for himself and for his house. The man who does reach this stage is on the sure road to advancement, because there is always somebody ahead of him who is doing work that he can well afford to delegate to take up other work that will insure his own advancement.

The institution which makes every man feel that there is work to be done whose execution is worth more money than he is now getting, and in order to handle this higher grade of work he should delegate all possible duties to men getting less than he is, is bound to develop a growing, successful, united, progressive institution.

The fourth epoch is where a man is able to command the coöperation of men more expert than command himself. As the head of a department he ing Cooperation of Big Men confidence of other heads who are coördinate Is Fourth with him. As the chief executive of any big business, the man who can get the most help from his lawyer, his banker, and all the experts associated with the other houses from whom his house buys and to whom it sells, is worth more than if he is particularly prolific in original ideas himself. True executive ability is getting things done by others most competent to do them.

The advertising manager should delegate as much work as possible on the theory that by working with Good experts he will get work done on the most Judgment More IvaMore Ivaportant Thin Handling done is worth more to the house than his Details skill in personally doing things himself. In this way he is bound to put himself in a position where he can grow with the house.

Fortunate, indeed, is the young man who can get the position of advertising manager in a house whose head is dominated by the ambition to be a controlling factor in the market. Such a man is ready and willing to take on more responsibilities himself, and will freely delegate the work he is doing to men who will take it off his hands.

It is often necessary for a young man in a subordinate position to take work away from the executive by main force, but if he is a dominating factor in his market he will like these methods rather than resent them on the part of the advertising manager. Such an advertising manager, fortified with a simple system of accounting by which he can show at all times that he is taking care of the responsibilities entrusted to him, is bound to advance more rapidly in a large business than a man of similar ability occupying any other position that I know of, unless it is the general sales manager himself.

An advertising manager should keep in touch with general literature of all kinds. He should constantly watch the development of new ideas. He should take his work very seriously, and develop the broadest possible culture, and at the same time keep in close touch with all of the men who have practical experience in details of the business with which he is connected.

It is the same principle that inspires the head of the largest business to use the best banker, the best physician, the best architect, the best engineer, the best lawyer, the best expert in every line; and it is the man who entrenches himself in modern business in this way that makes his position practically impregnable.

The advertising manager in every institution should be the peer of everybody else in it. To fully perform

The his function he should, as I have said before, Business supervise the sales. He should be presshould Be an Open ent in every conference where the policy of Book to the Advertising the house is under discussion. Advertising Manager can be utilized in so many different directions that there is no question coming before any institution in which the effect of advertising should not be carefully considered.

An advertising manager, to fully grasp his responsibility, should be one who has passed through the three preliminary epochs of experience and Advertising is in the fourth epoch. He should be able Manager Must Be to merit and hold the confidence, and secure Mature in the intelligent coöperation of the head of Development the business. He should be able to command the confidence and coöperation of the factory

superintendent, of all the salesmen on the road, whether they report directly to him or to another man who has coördinate authority in the sales with himself. He should be able to employ and secure the best results from his personal contact with expert printers, advertising writers, publishers, and organized advertising institutions that are equipped to give service.

It has been well said that a bad workman quarrels with his tools, and nothing more clearly demonstrates

the mediocrity of the advertising manager Ability to than the statement that he cannot get good Get Cooperation service from people with whom he comes in contact. The ability in the advertising manager himself to inspire men with whom he does business to do their best is one of his greatest assets, and the quality in him that will make his efforts count for the most.

Advertising in itself is too complex, too broad in scope, too infinite in detail for any one man to master

it all. The men who accomplish the most Where to in the position of advertising manager are Get the Best the those who know where the best work can Secret of Success to with which they are connected. No advertising manager can get all of the assistance that he needs by sitting in his office and waiting for good

things to be brought to him.

There are often cases of men who are able to perform valuable service, but have not yet learned how to sell it in a market where it would be most appreciated. No man ought to be more conscious of this than the advertising manager himself, and he should be most alert to leave his office on a search to find out where the best service that he can use can be secured and developed.

If a young man were to accept the position of advertising manager in a concern that had never done

Advice to any advertising, I would advise him to pro-

Manager in a Conin a Concern New to be expected to write copy. The best thing for Advertising him to do—and he shouldn't undertake the job at all unless able to write plain, sensible, ordinary, everyday, one syllable English—would be to get saturated with the ideas by which the best salesmen of the house produce permanent business. By permanent business, I mean sales to those customers that give evidence of being satisfied with their dealings with the house through repeat orders and constantly increasing volume of business on the basis of annual sales.

The advertising manager when saturated with the qualities of service in which his house excels will Getting embody his knowledge into the copy and Saturated letters he writes, intensify the hold that the Information house has on its present group of customers, Essential and intelligently devise ways and means by which the customer group can be enlarged. Then he should select a printer in whose honesty and integrity he has complete confidence. He should not accept

favors of any kind from this printer. If he goes to lunch with him he should make it a rule either to $Get\ a\ Good\$ pay for his own lunch or alternate in payPrinter ing for lunches.

The temptation to accept little favors from people who are selling is very great, but the advertising manager, who places himself on a basis where he cannot be influenced in any way, or who insists in the name of his own house in reciprocity on matters of this kind, has gone a long way toward insuring his own standard and the securing of the best service from those with whom he deals.

The good printer is a man who knows how to manage his own business successfully, who doesn't the Good estimate on a hit or miss basis, who has an organized, systematic scale of prices, and who figures things fairly and honestly. Such a man is more likely to have time to confer with the young advertising manager, and, being a good business man himself, is more likely to discuss selling problems along sound, fundamental business lines.

Many instances that I know of could be cited where young advertising managers owe much of their development to having given their confidence to self-respecting, successful printers who had a regular scale of charges for their work, and who, therefore, did their business on a sound, economic, but profitable basis.

Everything said of the printer is true of engraver, paper house, and all others who come in to sell the advertising manager supplies. The advertising manager should never forget for an instant that he is

a trustee of interests that have been placed Getting Competent in his hands, and that he owes it to himself Assistance to maintain his self-respect by handling every Sellers of dollar in a manner which will produce the largest possible return for the house who delegates this responsibility to him.

Many young men do not seem to realize that a high

standard of responsibility has its reflex in the development of their own character. It also attracts to them a class of men who can afford to be discriminating in the customers that they select.

A man who buys on a service basis is bound to be cultivated by men who sell on that basis, and there

can be no question that intimate, confident The Necessity coöperation between men who buy and sell of Cooperation on the fundamental principle of giving the Between best possible service to the concern for which Seller of advertising is being developed is bound to Service place advertising itself on the highest possible plane.

Much could be said about the observance of orderly, systematic habits, in relationship to one's own personal life as well as his associates in the business.

An advertising manager makes a mistake to allow any man in a responsible position inside his own organization to remain in an indifferent and especially in an antagonistic attitude toward him.

The function of advertising is to create good-will. and an advertising manager can hardly expect to or-

ganize and systematize the protection of Advertising good-will for his house as a whole unless he Manager can himself master the art of creating good-Command will inside his own organization.

Good-will The general manager of a large institution in His Organiza- told me once that his advertising manager, tion if he never wrote any copy, nor did anything

else except to promote harmony and good fellowship between the many heads of departments, would more than earn the very large salary that he was being paid.

Another thing I would advise every young advertising manager to shoulder would be every bit of Shoulder Re- responsibility he could find floating around sponsibility the institution in which he is employed. What a young man wants to do as quickly as he can is to create the impression that if there is work to be done he can do it, and then he should systematize his own work so that not over 50 per cent. of his time would be occupied in doing the actual details. A good executive can unquestionably so organize his work that he can be free at least half his time, to give audience to all the people who call upon him, and to go out himself in search of new ideas.

I believe an advertising manager should accord an audience to every man who calls on him, at least once. If the salesman at that time does not demonstrate that he has something of value for the house which employs the advertising manager, he is not entitled to second interview.

Give One Audience to Every Caller when he tells callers about his own achievements and what he intends to do, unless he does it deliberately, with the idea of stimulating more valuable suggestions or confidences from the people to whom he is talking.

The best way to get the whole story of any man who is calling on an advertising manager is to let Be a Good the caller do all the talking; and few men Listener have a story that will take them more than fifteen minutes to tell. A man who has posted himself sufficiently on the business of the house, who takes more time than that to tell his story, ought to be listened to with respectful attention, and encouraged to go out and get more helpful ideas on which specific suggestions of usefulness could be based. Nothing proclaims the business ability of an advertising manager more than his willingness to accept ideas and suggestions, and to freely accord credit to whoever brings such to him.

REFERENCES ON CHAPTER XXI

"The Job, the Man, the Boss," by Blackford and Newcomb (published by Doubleday, Page & Co., New York), is a valuable book for an advertising man to read. It will help him determine the character of the men who call upon him, and it

will put him in position to advise and counsel with the executives.

"Thoughts on Business," by Waldo Pondray Warren (published by Forbes & Company, Chicago), are suggestive and stimulating to guide one's own thinking. It is well to remember that thoughts must be put into action constantly in order to prevent the thinker becoming a dreamer.

"How to Write a Business Letter," by Chas. R. Wiers (published by the author, 631 W. Delavan Avenue, Buffalo, New York), is the most thoughtful and practical treatise on this subject that I have seen. Anybody who writes will be benefited by reading Mr. Wiers' book.

CHAPTER XXII

THE ADVERTISING SOLICITOR

THE actual work of selling gives me the greatest pleasure of anything that I can do in a business way.

I have said many times that I do not think I am a salesman by nature.

It was wholly a bread and butter proposition that started me out to sell space on an Iowa newspaper which my father edited for over fifty years, and on which I secured whatever education I received after one year in a small academy succeeding my graduation at high school.

The first attempt that I made to sell space in our newspaper was both gruesome and ludicrous. I

A First tried to persuade a man in the tombstone Attempt at business to have a clearing sale, because from reading the Chicago daily papers I assumed it was along those lines only that retail merchants could advertise. Three months later when I called on the tombstone man he told me, with considerable anger, that I had done him a great injury.

I asked him if nobody had read his advertisement, and he answered:

"I think everybody must have read it."

He then went on and said that he had lost ten good jobs which had been promised him by farmers if their harvest was good, because his competitor had told them he was going out of business, and the farmers would not have believed it unless they had read the clearing-sale advertisement.

I have said many times that all I know about advertising is what I gained in actual sales experience, from which I deducted fundamental working principles. I am perfectly willing to concede that advertising can harm the advertiser as much as it can help

him. Advertising, in itself, is a good deal Advertising like food. Taken in proper proportion three as Well as times a day a man lives in better condition and does better work than if he alternately gorges or starves himself. He should not

attempt to get along on too little or digest too much. Advertising, to be successful, will always require fine adjustment and careful judgment based on act-

ual knowledge of conditions.

In Chapter XXI I have indicated that an advertising manager who desires to give his customers the largest possible service for their money can well afford to cultivate the coöperation and confidence of printers, engravers, or dealers in advertising supplies who are creative salesmen in a true sense of the word.

This fact gives to the advertising solicitor his greatest opportunity. He ought to know accurately

the merits of the medium he represents. He ought to know what the medium he is selling will do under A Solicitor certain definite conditions. This is a part

Must Give of his regular equipment.

His success depends upon his ability to see that the person or institution which buys from him gets the largest possible service in results.

No retail merchant ever came in to buy space in the daily paper for which I first solicited advertising. The traveling patent medicine man, the advance agent of the circus, the man who came to the city to rent a storeroom and conduct a fire sale, always called on us and bought space with an apparent intention of appearing liberal and freehanded in their expenditures.

Some of the most valuable lessons that I ever learned was in assisting the retail merchant in writing copy for him. When I came to Chicago, in 1891, very few business men were willing to admit that anybody except themselves could write their advertisements.

Nothing has marked the progress of advertising more than the change of sentiment of heads of large Writing the business houses and even of advertising man-Advertise- agers themselves on the question of who the Dealers' should write the advertisements.

Prerogative Ability to put into clear-cut, understandable English the sales-impelling thoughts of a masterful, creative salesman is possessed by few men. The physical appearance of these men is no indication

of their ability. They are not always impressive or personally magnetic, but they have the quality of putting words and phrases on paper, or of putting ideas into the form of pictures which advertising influence thousands at a time to do what the personal salesman can get only one at a time to do after a talk lasting from twenty minutes to two hours in each individual case.

The advertising solicitor's opportunity lies in understanding the service possibilities of the advertis-

ing accounts he is soliciting. He must be Solicitor resourceful in ideas, and he must be able Must Unstand His to impress people whose business he seeks Prospect's with the thought that his medium and his ideas in connection with the use of the medium can give the largest possible service to the advertiser.

The service idea in advertising salesmanship is very marked to-day. It will be more so in the future.

The old idea of salesmanship that it is clever for a man to catch the buyer unawares and to "put something over" on him is being rapidly relegated Order of to the discard. Nothing emphasizes this soliciting thought more clearly than to remember the men who were prominent in advertising salesmanship twenty years ago, and compare them in personality and methods with the men who are preëminent today.

Often have I said that I was trained in the school

of salesmanship which taught that the best salesman had the most turndowns because he made the most calls.

There is no question that the lost sale is the greatest opportunity in advertising work to-day.

Overcoming The salesman who sells advertising space Lost Sales or advertising material must himself master the art of overcoming as many of his own lost sales as possible.

The fact that men refuse to make sales when they could is one of the most effective means of winning the confidence of the buyer and insuring a hearing as against competitors whenever the buyer is again in the market.

This is itself a form of advertising which the advertising solicitor can most profitably cultivate. One

of the surest ways to convince another person of your sincerity is to refuse to make Business money when the chance presents itself to a Royal Road to

Future
Business

When the buyer is convinced that you only want his money when you can give him the largest possible service for it, you emancipate yourself as an advertising solicitor from making many fruitless calls. You put yourself in the position where buyers will look upon your call upon them as an honor, and when they learn you are in the reception-room, or are telephoning for an appointment, they will feel that you have something to tell them that they cannot afford to miss.

Along these lines an advertising solicitor can build up personal prestige and loyal customers which overcome, to the largest possible expersonal tent, the handicap that a human being has a Prestige body that can only be one place at one time, and is able scarcely to stand up under more than ten hours' strenuous labor each day.

If I were asked to advise a young man who wanted to become an advertising solicitor, I would urge him to get a connection with a well-established, well-managed newspaper, magazine, printing, or engraving house. Select as an employer one that has a reputation of making good upon every responsibility, and pay no attention to what the salary is the first year.

The next step would be to make up a list of prospective advertisers, selecting people who are logically

How to Solicit Business situated, because of their position in the market, to deliver a larger service to the group of people that your advertising mediums serve better than any other.

Learn everything about your own medium; and the best way to do this would be to simply go out and make calls. When a man asks for information, jot down his question in a memorandum book. When you go back to the office have this answered by the man who knows most about it, and the next time the same question is asked you can answer it clearly, succinctly, and definitely.

You will be surprised to find how in a little time you will be able to have ready at your tongue's end clean-cut, definite, convincing answers for practically every question that a buyer will ask.

Always present the merits of what you have to sell from the viewpoint of how it will assist the prospective advertiser in what he is trying to accomplish in his own market.

Avoid discussions of technical detail.

Never discuss competitors. This is the safe path Things to for young solicitors to follow, and is usually Avoid followed by old-timers who are in position to discuss competitors intelligently and accurately. Their time is too valuable to do otherwise.

The best-informed salesmen that I know, if they discuss competitors at all, generally get the buyer to state in his judgment what is the most favorable thing regarding the competitor; then, conceding this, they proceed to show how their own house is even better equipped along this same line.

The advertising solicitor should take his job seriously. He should be serious in his approach and in his discussion of business matters with the buyer. He should never joke about his own business or talk flippantly about it. He cannot command the respect of other people unless he treats his own business respectfully. Confidence and respect are so interwoven and synonymous that it is difficult to separate them. Confidence is the only basis on which the permanent business building sales are made.

By this I do not mean that a man shouldn't joke

or laugh and have a good time, but I do mean that his stories should be clean, and his jokes should be about things outside of his own business, and not in any way reflect on the honor or the integrity or the ability of the people associated with him or of the house that he represents.

An advertising solicitor should know more about the use of the medium that he represents than the the man he is soliciting. He should make the

The Solicitor man to whom he is talking believe this, Must Know—Bluffing and the best way to do it is to be so strongly Doesn't Go equipped with knowledge, facts, and figures of how his medium has been used that he can discuss the subject accurately and intelligently.

The advertising solicitor should be very definite in his statements. He should not deal in generalities. He shouldn't tell a partial story. If he gives a definite transaction in detail, he should tell both the good and the bad, and endeavor to show how any bad features could have been avoided by forethought.

One of the best rules for an advertising solicitor to follow is the old one "Plan your work and work

your plan." The advertising solicitor should Work and avoid antagonizing the buyer, and for that Work Your reason he shouldn't discuss outside subjects with him on which he would have a justifi-

able difference of opinion.

Under no circumstances should an advertising solicitor or a salesman allow criticisms to be made of the house he represents. This is the most serious reflection that can be made on his own judgment. If a man is a good salesman he does not have to connect himself with a poor house.

The best houses in the world are ready, open, and

eager to hire more salesmen of the right sort.

The salesman who allows a buyer to say that he is all right but that his house is wrong is committing business suicide. If the house is wrong he should quit it—if it is right he should defend it and absolutely discountenance unfavorable criticism.

There is no work in which a man has a more pleasant opportunity to exercise the best there is in

Selling him than in the sale of advertising space for Space for Big Publishers 13-inch guns, but he is doing things in a Big Job constructive way to help mankind rather than to doctors possible.

than to destroy people.

The opportunity for big men as advertising solicitors is much greater to-day than the supply, but the amount of training that is necessary to develop men for those positions is greater or fully as great as is necessary to fill large places in law, medicine,

architecture, or engineering.

It is the old story that it takes more time to lay the foundation for a twenty-story building than it

The Hunt does for a two-story cottage.

Good Men learn while they are developing. The training of the judgment is an essential factor in making one ready to fill the large positions that are open.

Fortunately, judgment is something that can be trained—judgment is experience, intensified by clear, analytical thought. Judgment gives men courage to try things over and over again that they figure out in their own minds are fundamentally sound, with the conviction that all obstacles will be ultimately overcome.

The two largest publishing interests in the United States are conducted by men who are conspicuous for periodically going out on what they call "A man hunt." The large positions in their organizations have been recruited from all over the United States.

Men in small places (who have fulfilled responsibilities in a well-rounded way) are sought for to fill the larger positions. A well-rounded character, the ability to see below the surface, the courage to continue no matter how many rebuffs one receives, the confidence that sound business principles will ultimately prevail, a rigid adherence to what one is convinced is sound basically, tempered by courtesy, kindness, and forbearance, is bound to win in the long run.

The advertising solicitor has more things to meet that will prevent him from being successful than in any other line of business with which I am familiar. Mastering all these difficulties, he gains the satisfaction of achievement and accomplishment which maintains his own self-respect. This, after all, is the ultimate goal in life that is well worth striving for.

REFERENCES ON CHAPTER XXII

Every chapter in this book and all of the references thereto are supplementary reading that I can heartily commend to every man who aspires to be an advertising solicitor.

The daily papers, the monthly magazines, and especially the trade papers, in any line to which an advertising solicitor is giving special attention, should be carefully read for new ideas or revivals of old ones and the extent to which they are taken up by one or many groups.

The editorials of Arthur Brisbane in the Hearst papers should be carefully read, for three reasons: (1) he understands the group spirit and knows how to hold the continuous attention of a very large portion of the reading public; (2) his remarkable ability of keeping in close touch with the development of scientific and philosophic thought, and (3) his masterly style of interpreting technical subjects in plain, simple language that any one can understand.

It is my firm conviction that an advertising solicitor ought to be continually reading the works of men who have given long thought to specialized subjects and put their ideas on paper; such works are Ruskin's "Unto This Last"; George Horace Lorimer's "Old Gorgon Graham: More Letters from a Self-made Merchant to His Son" (Doubleday, Page & Co., Garden City, N. Y., 1904); Otto Weiniger's "Sex and Character" (G. P. Putnam & Sons, N. Y., 1906);

Crewson's "Tales of the Road." (Grossett & Dunlap, New York), and H. G. Wells' "War of the Worlds" (Harper Bros. & Company, New York, 1909).

All these books stimulate thought and suggest new ways of approaching the solution of fundamental problems.

CHAPTER XXIII

THE ADVERTISING AGENCY

BENJAMIN FRANKLIN'S mother-in-law objected to him before he married her daughter because the business in which he was engaged was overdone—he was publishing a newspaper, and there were already six in America! Now there are 22,141—2,600 dailies, 15,097 weeklies, 2,491 monthlies, and 1,953 of various other kinds. Practically all of them carry advertising.

The business of soliciting, preparing, placing, checking, and paying for all the advertising space involves an infinite amount of detail and a wide range of talent.

Nearly all retail stores buy space direct from the publisher, who may be represented by one or more advertising solicitors. It all depends upon the size of the field. In large establishments the advertising manager may write the copy. The owner of the store may attempt it. He may use copy writers proffered him by the publisher. Or he may employ a "free lance" copy writer, who will, of course, have a number of other customers.

Amail-order house generally buys space through an

agency. It either has its own copy men, or uses those allotted to it by the agency.

Foreign advertising is the local publisher's term for out-of-the-city advertising. The national or "foreign" advertiser usually places his business through an agency. These agencies furnish a service which varies greatly in scope and character. The successful advertiser must supplement in his own organization the service he needs but does not get from the agency.

To understand the present status of the advertising agency, read George P. Rowell's "Forty Years an Advertising Agent," which tells of the Days of the early days when an agency was merely an Agency office with a list of publishers' rate cards, files for papers, and a shipping department. The agent sold space at publishers' rates, forwarded the copy to the publisher, collected from the advertiser, and remitted to the publisher the proceeds less his commission. It was a valuable service then. Newspaper circulation and values were hard to get at. It was a service for publisher and advertiser.

In time, however, competition arrived. Publishers increased their commissions, and their rates had to go up accordingly. As publishers did not limit the number of representatives they might have, the number of agents increased rapidly, and their competition gave rise to many bad practices.

Commissions were split. The agent, sometimes honestly and sometimes not, adjusted his service to

the compensation, accepting a lump sum for a list of publications, but making as much as possible out of

the publisher by short payments, refusing to The Era allow for alleged incorrect insertions and of Split Commissions short measurements, and by payment in "Agents' type, printers' rollers, and other kinds of merchandise instead of cash. This was

"playing the game."

Then came the era of the agent who took business at a certain percentage over net, and "agents' net rates" were commonly interpreted as the publisher's rate card less his regular agent's commission. The customer was billed at this rate plus 10 to 15 per cent. previously agreed upon. And the agent felt he was justified in keeping anything else he could get from the publisher.

This system irritated the publisher, who still had his troubles with short measurements, incorrect insertions not allowed for, and various other expensive and harassing deductions which left him no time to consider how he could best serve the advertiser. It kept him quite busy making sure he would get the money his orders indicated was owing him.

Then came the race of agents who, realizing the value of the publisher's good-will and cooperation, specialized on some certain class of adver-The Lonpest tising, and got inside special rates from the Bidder Secured the publication most logically suited to carry it. Business This made it possible for him to underbid competitors when they were called in against him;

and to make a very long profit when he had no competition. This practice further demoralized the advertising business. There was so much juggling of rates that strong publications employed special representatives, who should see to it that advertisers were informed of their circulation, prestige, and other good points, and to see that their papers appeared on competitive lists.

The special agency idea was abused by a number of men who bought outright all the space in a group of papers, and then increased the rates. Or, because they had a few strong papers on their list, would induce the advertiser or his agent to take on the whole list by making apparent but not actual price concessions.

The fact that the advertising agency has survived all these schemes and questionable practices is a sincere tribute to the inherent power of advertising to make good, even when the odds are against it. It is also a tribute to the integrity and constructive ability of the men engaged in the business to-day. In spite of the fact that at times both agent and publisher have been doing business with the advertiser on a basis which almost *invited* an unfair deal, they have established their position—because they have made good with their customers.

Of Presentday
Agencies and development of the advertising agency,
There Are
Four Types but we can take time only to consider the
four definite types which are now in existence.
In this count I am not including a variation now practi-

cally extinct—the man who merely clears business at a small advance on the net cost. He cannot make good any more, for most publishers either refuse him any recognition, or else give the service agent a so much lower flat rate that he cannot deliver.

There is the agency which sells copy service, but does no placing. It may be one man, or a group.

The charge is usually a fixed amount, weekly that Sells or monthly. They handle none of the details Copy Service of buying or contracting space. Their methods are open and straightforward, and the copy is usually satisfactory and well worth what it costs. Their customers know exactly what they get and what they pay for.

Type 2 is the agency which solicits and places business at publishers' rates, writes copy, and gives a certain amount of merchandising counsel. The Agency Most of the men who are doing business on this basis are honest, capable, and successful. Places Business But I think this system does not pay them, Publishers' neither does it pay the publishers nor their Rates customers. The customer does not always know how much he is paying for agency service and how much for space. A weak publisher may secretly increase his commission to the agent, and because the advertiser is doing business at publishers' rates he would not be informed of the change. The agent himself often has a wrong conception of his proper relation to the customer and the publisher. He is apt to think it is the publisher's commission that

gives him his status—when he should know that it is the advertiser's money that is paying for both space and service.

Type 3 is the agency which tells its customer it will charge him 10 to 15 per cent. above net; and then asks the publisher for protection by allowing a commission.

The agent who charges publishers' rates is a publisher's representative, and must look to him for Agents of protection. Such a man must cast his vote Types 2 with the publisher in case of conflict. Most and 3 Cannot publishers recognize that the advertiser is the this thought in the minds of the agents who Advertiser do business at publishers' rates. This is the only assurance the advertiser has of being well served

by such an agency.

On the other hand, the agent who offers to charge a certain percentage above net, as guarantee that he will not allow himself to be influenced by any increased commissions offered him by the publisher, and then asks the publisher for larger commissions (not lower rates) for protection, is carrying water on both shoulders and cannot represent anybody—not even himself—for any length of time.

This type of agent is in hot water continually. If he is doing business at publishers' rates, he can keep for himself any rebates, discounts, or free space (publishers do not generally offer these things to advertisers direct). If he is charging 10 to 15 per cent. above net, and at the same time asking the publisher for favors for himself, neither he nor any

The Evils one else knows whether he is really entitled of the to free space, special discounts, cash adagency System vances, bonuses on volume of space used Which Does within a certain time, short time rates which sent the the customer may have paid to the agent Advertiser but the agent has not paid to the publisher, and other profitable perquisites which an appreciative publisher is glad to allow a producer.

This kind of business must go as surely as the 5 per cent. "placer" has gone. I believe the publishers' rate agent is to be with us for many years, perhaps permanently, because he is apt to specialize on a certain classes of mediums, and to be a truly important business-getter for the publisher. If he is an honest and able man, and he usually is, his service is well worth what the advertiser pays for it, for it is the advertiser's money that pays for both space and service.

Type 4 of agency is my ideal. A number of successful organizations have realized its main features in everyday practice; so that I can safely Type of say the type is well defined. It is an out-Agency Sells Service to Its that coöperation and specialization develop a higher standard of service than can be attained by an individual, and that the advertiser will get more for his money if he grasps its methods and adjusts his own organization to it.

Such an agency sells service, and nothing else. It should have no ownership interest in space or supplies it buys for its customers, nor any stock or financial interest in the business of its customers.

Its compensation should be a retainer fee, for advice and counsel and the relinquishment of any conthe Best flicting interests, plus a percentage on the System of amount of detail work handled or a specified Agency Compensation warious members. By far the most satisfactory system is a minimum monthly fee which is credited against a minimum 15 percent. service charge to be added to the net amount of all purchases and deliveries of space and supplies.

This organization has four definite functions. can, if properly equipped and intelligently managed, The Four do each of these better and more economically than the advertiser can. They are: Definite Functions 1. Counsel of Mediums. The organization of the Advertising which undertakes to advise for or against Agency any advertising medium should have had Fourth Type constant successful experience in the use of all kinds of advertising mediums. A fully equipped agency organization should make money for small advertisers who use only one medium; as well as for larger businesses which use several in combination. Its experience should cover newspapers, magazines, trade papers, mail-order mediums, all class publications, street cars, electric signs, painted bulletins and

walls, and all sorts of printed or lithographed matter, follow-up material, and novelties.

2. The buying power of an organization is kept unimpaired by refusing to accept anything from publishers or space producers for itself. I believe that the ideal organization must refuse to sell its service, under any circumstances, to publishers or space producers, or to any one else from whom it may buy for its customers.

The number of advertising mediums which have a fixed rate is small, though all the best ones do. A complicated rate card is a challenge to the trained space-buyer. Many mediums offer a net flat rate to large agency organizations, for the reason that they are wholesalers. Their customers are rebated the difference, of course. Where there is an opportunity for trading or dickering, it is certainly advisable to employ a man who knows how to do it. It is quite generally conceded that the space-buyer for a large agency organization holds a very responsible position.

The agency buys outright, and pays for space at once, in cash, which is an important factor in buying. The buying department of such an organization has nothing to consider save the actual value of the service offered; it is, therefore, in better position to get a low price and collateral coöperation than the agency which asks the publisher for a commission and protection.

3. Copy service. No matter how carefully mediums have been selected, or how economically space has

been bought, it is without value to the advertiser until it is filled with copy which will get the desired result. The copy staff of a successful organization must represent the picked men of a nation, working together harmoniously in confident coöperation with the advertiser's organization.

Sometimes, after the analysis has been finished and the selling points agreed upon in conference with the advertiser, one man writes all the copy; sometimes several men work on a national campaign where there are several groups of consumers and trade literature and selling helps to be taken care of.

4. Sales coöperation, the most recent development of agency service, has been misunderstood in many places. It does not mean sales direction, nor the displacement of salesmen. Sales coöperation means getting more service from the publisher and space-producer, because you can convince him that the best way to entrench his own business is by giving the advertiser more for his money. It also means making the advertiser's salesmen more valuable to himself and to his principal.

The very best salesmen make many calls which are non-productive. Anything which increases their percentage and volume of sales as compared with calls makes them more valuable without increasing their labor. Sales coöperation is the result of applying the principles of scientific management to selling methods. It is sharing with salesmen the responsibility of planning their work. Advertising does the

missionary work and the salesman becomes an expert "closer" and business-builder.

Nowadays a banking corporation regards itself as the trustee of its depositor's money, and does not

loan money to any business in which its

Advertising officials are interested. The same general

Agent a Trustee of the of the advertising organization.

Customer's Advertisers should have at all times access to the books of the organization which places their advertising. Once each year they should receive from an audit company a report which shows

Advertiser that their advertising appropriation has been

Should Have spent as had been agreed upon.

Agenta' The highest type of advertising service is Books offered by the organization which attracts as customers only those businesses which are acknowledged leaders in their respective lines, and then at

all times regards them as a group of nonof the conflicting interests coöperating for their

Highest common good.

Advise Such an organization will advise against Advise Against Advertising advertising if the advertiser is not ready for if Advertiser it. It will tell him, how, when, and where, Ready advertising should be done. It should be consulted long before the advertiser starts to plan about prices, distribution, the package, selling methods, and the instruction of salesmen about ways and means for cashing in on the advertising.

CHAPTER XXIV

ACCOUNTING

O ELEMENT of successful advertising is more important than a system of accounting which records all transactions accurately, so that the totals unmistakably show the trend of the business as a whole.

Advertising is creative and constructive, and largely a matter of spontaneous expression—the best reason in the world for knowing how to determine exactly the strength and competency of it as a productive force, and the positive value of each separate factor thereof.

Accounting is not a matter of books, cards, blanks, and specific forms. It is keeping track of the details Accounting of advertising all the time, so that they may That Pro- be considered in the aggregate as well as a Ready separately frequently, and intelligent deduc-Basis for Advertising tions made therefrom. There is a good deal Deductions of red tape about modern accounting. Some of it is valueless, but much can be accomplished if there is a proper system of recording everything that is done. The cumulative figures will be full of meaning.

I have often said that my most valuable business experience was that gained during the installation of an accounting system in our business some years ago, and during the process of emancipating ourselves from the system by putting into practice the principles which supported it. We all got a thorough grounding in the essentials of accounting.

Frequently I have been appalled at the inadequate knowledge upon which a prospective advertiser was basing his conclusions. So often overhead proper Distribution of expense is not properly distributed in figur-Overhead ing costs. In the one case a particularly profitable transaction may be made to bear far more than its share of general expense; in another case a positively unprofitable item, which, however, appears to be making money, is continued—because it has not been charged with its rightful portion of overhead.

It is my conviction that each department of a retail establishment should be charged directly with every line of publicity for which it has been responsible and from which it is to profit, and that "general publicity" or "cumulative results" should be "velvet," or a plus commodity.

Advertising that has for its purpose general publicity is usually purposeless publicity. Even if it does accomplish what it is expected to do, it is only half as valuable as it should be; for the same results would have been had, at no cost whatever, had this publicity been charged and paid for by the proper department.

A simple, accurate system of accounting, to check

up results, is necessary to "make advertising pay."

If a salesman is able to reduce his percentage of unproductive calls by talking the advertisUp Results ing of his house in addition to the worth Should Be Made Easy amount of his average sale, his reports should show it. All salesmen's reports should be tabulated, so that the sales manager can plan intelligently for the future. Such a method does not work the salesman any harder, mentally or physically; but he accomplishes more, is worth more, and is entitled to know of his increased value and to receive

a fair share of the profits of his cooperative work.

Every accounting system should be able to give
the executive head of the business all he

The
Executive
wants to know, whenever he wants to know
Should Be it, and in such condensed form that a comAble to
Know Any- parison or an analysis will be simple.

thing He Wants to Wants to Know at a time book devised by Herman A. Groth, Monent's Secretary and Treasurer of the Mahin Advertising Company, is shown. You will

see at once how easily and exactly each man's time can be recorded there. Any one can use this blank, no matter what his business. And I guarantee that if the habit of using it is formed, and the summary studied each month, many useless or unessential tasks will be omitted and the more profitable ones developed into expertness.

This Record to be filled out each day by Executives, Department Managers, Copy Writers, Service Managers, and Representatives of the Mahin Advertising Company.

DAILY SERVICE TIME RECORD.

NAME DATE191		
DETAILS OF SERVICE	HOURS	CUSTOMER
8 A.M.		
9 A.M.		
10 A.M.		
11 A.M.		
12 M.		
1 P.M.		
2 P.M.		
3 P.M.		
4 P.M.		
5 P M.		
6 P.M.		
7 P.M.		
8 P.M.		
9 P.M.		
10 P.M.		
11 P.M.		

This form is designed for the man who every hour strives for 100% Efficiency for Customer, House, and Self.

Nothing impresses a banker more than an exact system of accounting. To most bankers advertising Good Ac- is more or less of a mystery. The mancounting an ufacturer must establish in his banker's Asset in Negotiating mind something besides the fact that he a Loan is advertising; he must convince him that he knows how to use advertising so that it will get results.

When you call on your banker for a loan, there is just one kind of advertising that he will look favorably upon—the kind that has been so accurately recorded by a comprehensive accounting system that you can *prove* to him that it has accomplished what it set out to do.

The building of a national good-will bears a direct relation to the amount of money spent for national

The advertising. I have known many an adRelation of vertiser who at the end of three years of
Advertising to Good- national advertising would not sell the brand
will be had extablished for all he had great for

will he had established for all he had spent for national advertising in those three years, although it had been charged off to expense each year. When a business is being sold, the amount spent for general advertising is often the basis for computing the value of the good-will.

I certainly do not advise inventorying advertising expenditure as an asset, but I do believe an account showing the annual expenditure for each brand which has a national sale is properly an item of a financial statement. I think the time is coming when banks

will ask for a statement by years, for profits may not be radically lessened for a number of years after advertising has been dropped. But the original net profit could not be restored without spending all profits for advertising for a year or two, or perhaps more.

Most people, if asked to name the highest mountain in Colorado, would say "Pike's Peak." But

the fact is there are twenty-six that are An Accurate Record higher. There are many articles that are Should Be really staples and are known only by their Kept of Annual Ex-trade name. No one knows whether there penditure for Adverage are twenty-six, or more, equally good ones. tising Each The consumer's preference, which is a mix-Product

ture of experience, familiarity, and friendliness, is the manufacturer's biggest asset. No one could estimate how many pages have been written about Pike's Peak, or how many times its name has been mentioned in magazines, newspapers, or by word of mouth; but all agree that in that way, and only in that way, has it acquired its distinction with reference to other Colorado mountains.

Granted, then, that what has been written, printed, and said about a certain staple is what gives it preference, it follows that an accurate record should be kept of the cost of this favorable mental attitude, and that due regard be paid to the expenditure necessary to keep this investment intact and enhance its value if possible.

It is impossible to say just how much should be

spent for advertising, or how much for salesmanship. I can only repeat that price is never a measure of value. It only measures the pocket-book's How Much Should Be relation to the intensity of desires which Spent for have been created by personal salesmanship and advertising. Practically every one has more wants than he has means. Lowering the price broadens the market; raising it, contracts the market. Many people who have unlimited means gladly pay for exclusiveness and distinction. Price never can determine or measure intrinsic value.

A five-dollar safety razor leads the market against a competitor which sells as low as 25 cents. How is it done? The manufacturer put his price high enough, at the start, to provide him with a margin of safety. Then he has had to determine, by accounting, whether the market shall be widened and competition discouraged by reducing the price and making on volume, or if he shall keep up the price and give his goods the added value of distinction and exclusiveness.

If there is one idea that I wish more than another to have impressed upon the readers of this book, it is this: successful advertising is the active employment successful of many factors properly balanced with re-Advertising lation to each other, inter-related, one to Defined another, so that their movements coördinate without waste or friction in carrying out plans capable of varying to meet an emergency situation but bearing directly toward a fixed goal. If I have made

this point clear, the importance of careful, comprehensive accounting, up to the minute at all times, is obvious.

Advertising is so many sided—it builds and conserves business, it reduces expense, it strengthens credit, it eliminates waste, it puts a business on a rock foundation, as immune as is possible to competition—that facts and figures with reference to it cannot be too carefully gathered.

No one can accomplish much in this age without using some phase of advertising. And if this book shall inspire some to make use of it in a wholesome, helpful way, I shall be well repaid for the pleasant labor of producing it.

REFERENCES ON CHAPTER XXIV

Twenty-five years ago I read "Goodwin's Improved Bookkeeping and Business Manual," published by J. H. Goodwin, 1215 Broadway, New York City. It seemed to me then to expound the fundamental principles of accounting better than anything I had been able to get hold of.

Quite recently I asked George F. Watt, president of the Elliott-Fisher Company, Harrisburg, Pa., maker of The Bookkeeping Machine, about this book, which has been rewritten and brought up to date.

Mr. Watt told me when he was vice-president of the Baker-Vawter Company he inaugurated the policy of giving a copy of this book to each new sales-

man, to make sure that he thoroughly comprehended the basic principles of accounting.

The Baker-Vawter Company, Benton Harbor, Mich., and the Burroughs Adding Machine Co., of Detroit, Mich., issue booklets emphasizing the broad scope and value in creative work of modern accounting methods.

"Works Administration," a twenty-eight page booklet of Gunn, Richards & Co., New York City, is a model piece of advertising matter for a professional house, as well as an exposition of accounting

principles.

"Accounts—Their Construction and Interpretation—for Business Men and Students of Affairs," by William Morse Cole, A. M., Assistant Professor of Accounting in Harvard University (Houghton, Mifflin Company, Boston), is an authoritative presentation of modern accounting in its scientific aspects.

APPENDIX

The following communication was published in the Chicago *Record* (since absorbed by the Chicago *Herald*) on September 30, 1896:

FREE COINAGE OF LABOR

If free coinage is such a good thing, why not have free coinage of labor? The proposition that a miner of silver can take his silver to the mint and receive a fixed compensation for it is an excellent thing for the man who has silver. If this could be done, and a ratio of 16 to 1 be actually maintained with gold, it would show a handsome profit to the silver producer, or, if it should prove that free coinage would bring the dollar down to its intrinsic value in silver, it is still a convenience to the silver mine-owner to have a ready market for his product.

In the interest of labor, it seems absurd to urge the free coinage of silver. Who has silver? Anybody

but the mine-owner?

Must we assume the worry and unnecessary labor of rearranging our system of business, our fixed values, our railroad rates, and our government salaries by changing our standard of measurement, simply to accommodate him?

But there is one thing every man possesses which he should in a wisely ordered government have a free and unrestricted market for, and that is his labor.

I would join heart and soul in any movement which

sought the free coinage of American labor. A government which kept open an opportunity for every ablebodied man to turn his day's labor into not less than \$1.50 to \$2 in money on the gold standard would furnish an equilibrium for business, and do more to prevent depression and panic than any system of metal coinage that could be devised.

See how simple the proposition is. Here we have 70,000,000 of people. Of that number there are perhaps 12,000,000 able-bodied men. Every person in the United States is fed, clothed, and housed every day. People are not dying of starvation. In exchange for food, shelter, and clothing, what does man give in

return? His labor.

With a free and unrestricted market for his labor, his productive capacity is increased. He is able to add more to the actual wealth of the country and se-

cure a larger portion of it for himself.

Every day spent in searching for employment, every idle day spent in waiting while mills and factories are shut down, means a loss of production, while steady, regular employment, with its proceeds properly distributed, means an increase in the comforts and possessions of the people.

If every man in the country were absolutely sure he could market his services for not less than \$1.50 a day, what ease of mind and comfort of body it would mean to the laborer—he would be able to act independently of harsh employers and be assured of

support for his family.

This would make \$1.50 a day a minimum price and would act as a regulator of the labor market. It would insure a steady and regular income for the laboring people and thereby establish a fixed and firm foundation for trade and business.

I would not have this market in the form of a sinecure or fat political job. I would want to see it simply a government affair where any one out of work could go for three months at a time—transportation to and from the place where work was going on free—and receive \$1.50 a day, or its equivalent, less a fair and reasonable cost of board and lodging, which should be similar to that furnished soldiers in the regular army.

The government could undertake great public works—canals, fortifications, harbor improvements—under this system, and when times became better and wages rose above \$1.50, as they did in 1892, the work could be contracted to a smaller scale, and when times became dull and the demand for labor became scarce, the government works could be expanded again under the direction of army engineers and officers, of which there are plenty waiting around for something to do.

No one will object to the government issuing bonds to furnish funds to pay labor of this kind in dull times if such were necessary, which is not likely, as a normal healthy business system would undoubtedly be the result, and deficient revenue would be very unlikely.

It would entail no additional burden on the people at large, as every one in the country must be supported in some manner. By this system there is gained the result of every worker's labor in addition to the self-respecting and well-ordered mind possessed by an employed man.

If unskilled labor has a ready market, skilled labor needs no assistance. It will take care of itself.

The prosperity of a country rests upon the prosperity of its unskilled labor. A scheme like this would act as the governor of a steam engine to reg-

ulate and keep in a steady and even condition the foundation upon which a healthy and aggressive business must float.

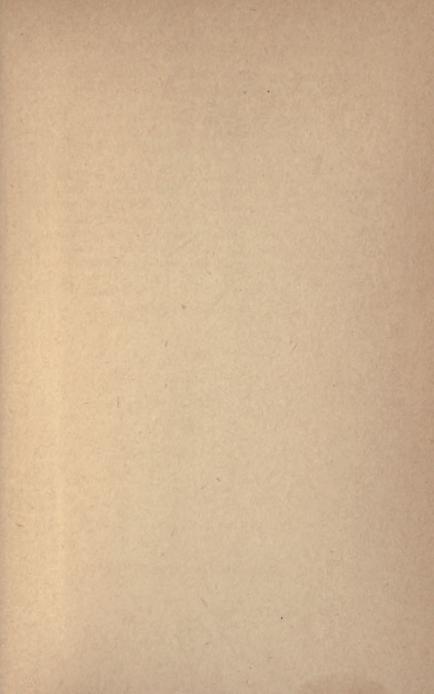
One of my friends says this is socialism. But under the circumstances I have described where could there be anything but good results from such a procedure?

It certainly is fairer to all men if we have free coinage of anything at a fixed value to have that which all men possess and can give if they so desire.

There is certainly no discrimination or favoritism in it. It would greatly simplify the demands in charity to refer all able-bodied men to the government works where all who would could work and be paid for it.

JOHN LEE MAHIN.

Chicago, Ill., September 24, 1896.



attractive arendm Wasansternin Crest State or suggest districtive service inspire unfidence Establish and marrier repulation express francis, force, faith arouse converty possers simplicit. threething: 1+ Martin w content 2. Forms dimite ornoment pennely

University of Toronto Library

DO NOT
REMOVE
THE
CARD
FROM
THIS

POCKET



